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The World of Public Employment Services 2026



Delivering in a changing world of work

Preface

In a context of rapidly evolving labor markets, public employment services play a critical role in connecting workers to opportunities and supporting sustainable growth. This book offers one of the most comprehensive global reviews of how public employment services operate, providing a unique comparative perspective on their institutional frameworks, programs, and innovations to support workers and firms.

The World of Public Employment Services 2026: Delivering in a Changing World of Work uses a wide range of indicators to compare operational and institutional characteristics of 78 public employment services in 75 countries worldwide. This edition builds on the previous book published in 2016 and presents updated data and analysis reflecting recent developments in public employment services across regions.

The book was prepared jointly by teams from the Social Protection and Labor Markets Division of the Inter-American Development Bank (IDB), the Local Employment and Economic Development Programme of the Organization for Economic Co-operation and Development (LEED/OECD), and the World Association of Public Employment Services (WAPES).

The core team consisted of Dulce Baptista (IDB), David Rosas-Shady (IDB), Amal Chevreau (OECD), Lucas Leblanc (OECD), Nicole Clobes (WAPES), and Alexander Nunn (University of Manchester).

Preparation of the book benefited from contributions from officials in all 78 participating public employment services. In addition, the authors are grateful for valuable input and comments provided by colleagues, notably Pablo Ibarrarán, David Kaplan, Rafael de Hoyos, and Cynthia Van Der Werf Cuadros (IDB); Nadim Ahmad and Karen Maguire (OECD); and Amandine Moignard (WAPES). The authors also acknowledge the support of the communications teams: Valeria Massarelli and Gádor Manzano (IDB); Jack Waters, Shayne Maclachlan, and Bridgette Joyce (OECD); and Pierre-Alain Vandewalle (WAPES).

Chapter 1, "Public Employment Services and Today's Labor Market and Employment Challenges," was prepared by Dulce Baptista, David Rosas-Shady, Sofía Yglesias, Andrés Franco, and Daniel Gamboa. Chapter 2, "Institutional and Policy Variations in Public Employment Services Worldwide: Key Survey Results," was prepared by Alexander Nunn. Chapter 3, "Getting Ready for the Future: Digital Maturity of Public Employment Services around the World," was prepared by

Willem Pieterson. Chapter 4, "Towards More Resilient Labor Markets: How Can Public Employment Services Support the Response to Shocks?", was prepared by Nicola Duell, Dulce Baptista, David Rosas-Shady, and MIDE Development. Chapter 5, "Managing Labor Migration: An Evolving Function of Public Employment Services?", was prepared by Regina Konle-Seidl. Chapter 6, "Delivering Public Employment Services in Partnership: The Role of the Social and Solidarity Economy," was prepared by Amal Chevreau and Lucas Leblanc. Chapter 7, "Perspectives," was prepared by Dulce Baptista, David Rosas-Shady, Sofía Yglesias, Andrés Franco, Daniel Gamboa, Amal Chevreau, Lucas Leblanc, Nicole Clobes, and Alexander Nunn.

The book also contains Country Profiles of participating public employment services. These profiles are based on information from The World of Public Employment Survey 2024. The profiles were developed by Alexander Nunn, with revision and final editing by MIDE Development and Juan Manuel Sandoval Ayala (IDB).

The book was edited by David Einhorn, with graphic design by Words for Development. Editorial coordination was led by Sebastián Peñaherrera Proaño (IDB).

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Acronyms

The following acronyms and abbreviations are used in The World of Public Employment Services 2026.

ACRONYM	DEFINITION
AASEP	African Association of Public Employment Services
ADB	Asian Development Bank
ADBI	Asian Development Bank Institute
AI	Artificial Intelligence
ALMP / ALMPs	Active Labor Market Policy/Policies
AMS	Arbeitsmarktservice (Austrian Public Employment Service)
ANAPEC	Agence Nationale de Promotion de l'Emploi et des Compétences (Morocco)
ANETI	Agence Nationale pour l'Emploi et le Travail Indépendant (Tunisia)
ANPE	Agence Nationale Pour l'Emploi
ATCT	Agence Tunisienne de Coopération Technique
BEE	Bruxelles Economie Emploi (Belgium)
BLS	Bureau of Labor Statistics
CARICOM	Caribbean Community
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CEWS	Canada Emergency Wage Subsidy
CLE	Comité Local pour l'Emploi (France)
CNPES / CONPES	Consejo Nacional de Política Económica y Social (Colombia)
COVID-19	Coronavirus Disease 2019
CPESSEC	Centre of Public Employment Services of Southeast European Countries
CV	Curriculum Vitae
DNP	Departamento Nacional de Planeación (Colombia)
DRA	Dominican Rehabilitation Association (also ADR)
DUA	Disaster Unemployment Assistance
ECLAC	Economic Commission for Latin America and the Caribbean
EEA	European Economic Area
EPS	Employment Permit System (Korea)
ESCO	European Skills, Competences, Qualifications and Occupations
ETF	European Training Foundation
EU	European Union

EU/EEA	European Union / European Economic Area
EURES	European Employment Services
FOIL	Fortalecimiento de la Intermediación Laboral (Central America/Dominican Republic)
FOREM	Office Wallon de la Formation professionnelle et de l'Emploi (Belgium)
G20	Group of Twenty
GDP	Gross Domestic Product
GIIN	Global Impact Investing Network
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLRI	Global Labour Resilience Index
GVCs	Global Value Chains
HR	Human Resources
HRDK	Human Resource Development Korea
ICT	Information and Communication Technology
IDB / IADB	Inter-American Development Bank
IGO	Intergovernmental Organization
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization for Migration
ISTAT	Istituto Nazionale di Statistica (Italy)
IT	Information Technology
KEIS	Korean Employment Information Service
KPIs	Key Performance Indicators
LAC	Latin America and the Caribbean
LEED	Local Economic and Employment Development (OECD initiative)
LGBTQ	Lesbian, Gay, Bisexual, Transgender, and Queer
LMI	Labor Market Information
LMPs	Labor Market Policies
MERCOSUR	Mercado Común del Sur (Southern Common Market)
NASWA	National Association of State Workforce Agencies
NCS	National Career Service (India)
NEA	National Employment Agency (Cambodia)
NEET	Not in Employment, Education, or Training
NGO / NGOs	Nongovernmental Organization(s)
NSZ	National Employment Service (Serbia)
OECD	Organisation for Economic Co-operation and Development
OIC	Organisation of Islamic Cooperation

OIC-PESNET	OIC Public Employment Services Network
PES	Public Employment Service(s)
PES Network	European Network of Public Employment Services
PLMPs	Passive Labor Market Policies
PSI	Public Services International
Qualtrics	Online survey platform used to administer the World of PES Survey
RISPE	Ibero-American Network of Public Employment Services
SAWP	Seasonal Agricultural Workers Program (Mexico–Canada)
SEALC	Technical Support Network to Employment Services in Latin America and the Caribbean (Fortalecimiento de la Red de Servicios Públicos de Empleo)
SENA	Servicio Nacional de Aprendizaje (Colombia)
SENAE	Servicio Nacional de Empleo (Dominican Republic)
SENCE	Servicio Nacional de Capacitación y Empleo (Chile)
SMS	Short Message Service
SNE	Servicio Nacional de Empleo (Mexico)
SSE	Social and Solidarity Economy
THAMM	Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa
TVET	Technical and Vocational Education and Training
TZCLD	Territoires zéro chômeur de longue durée (France)
UASPE	Unidad Administrativa del Servicio Público de Empleo (Colombia)
UK	United Kingdom
UN	United Nations
UN DESA	United Nations Department of Economic and Social Affairs
UNCITRAL	United Nations Commission on International Trade Law
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNRISD	United Nations Research Institute for Social Development
UNTFSSE	United Nations Inter-Agency Task Force on Social and Solidarity Economy
US	United States
VDAB	Flemish Public Employment and Vocational Training Service (Belgium)
WAPES	World Association of Public Employment Services
WB	World Bank
WEF	World Economic Forum
WHO	World Health Organization
WIPO	World Intellectual Property Organization
ZAV	International placement service of the German Federal Employment Agency

The World of Public Employment Services 2026



1

Public Employment Services and Today's Labor Market and Employment Challenges

1.1 Introduction

Public employment services are more crucial today than ever. The first volume of *The World of Public Employment Services,* published in 2016, highlighted the importance of these services in improving the labor market situation for individuals and businesses, as well as enhancing the functioning of the labor market itself. Since then, the importance of these services has only increased. Economies and labor markets worldwide are undergoing rapid transformations. Challenges such as demographic and technological change and migration, which were already significant in 2014, have intensified. In addition, new challenges such as the energy transition and the economic repercussions of the COVID-19 pandemic have emerged, significantly affecting labor markets and their key indicators. Beyond these, the rapid advancement of artificial intelligence (AI) is reshaping the nature of work and the structure of labor markets in profound ways, with implications both for job markets and for how public employment services are designed and delivered.

The accelerated pace of change has led to more frequent and intricate labor market transitions across jobs, occupations, sectors, and employment status (OECD, 2024a; WB, 2019; ILO, 2019). In particular, AI is accelerating this process by automating routine tasks — both cognitive and manual — while augmenting demand for non-routine, higher-skilled work, sharpening the divide between those who can adapt and those who cannot. While these transitions can offer new opportunities for people to develop skills and improve employability, boosting productivity and global competitiveness, they can also potentially result in income loss, periods of unemployment, de-skilling, and social exclusion. These negative outcomes can adversely affect health, well-being, and poverty levels at both the individual and household levels, as well as fiscal sustainability.

As the world continues to deal with the legacy effects of the COVID-19 pandemic, the labor market faces significant ongoing challenges. Global economic growth was projected to remain stable in 2025 at 2.8 percent, which is below the pre-pandemic average (3.8 percent) (IMF, 2024). Despite the economic slowdown, labor markets have shown resilience. The global unemployment rate improved to 5 percent, while the jobs gap[1] declined to below pre-pandemic levels, though it remained elevated at approximately 402 million people (ILO, 2025). Labor force participation largely recovered to pre-pandemic levels, but disparities persist across groups. Female participation exceeded expectations, yet the differences between men and women remains significant, particularly in developing economies (World Bank, 2023). Youth continue to face structural barriers, with many classified as not in employment, education, or training (NEET). Although unemployment declined, real wages fell in most G20 countries as inflation outpaced

1 The "jobs gap" is the International Labour Organization's (ILO) summary estimate for the overall number of jobs missing globally. (ILO, 2025)

wage growth. Working poverty worsened globally, with 1 million more workers in extreme poverty and 8.4 million more in moderate poverty in 2023 (ILO, 2024b). Informality rates returned to pre-pandemic levels, but the number of informal workers grew to 2 billion due to global labor force growth (ILO, 2024b). Average working hours remain below 2019 levels, contributing to labor market imbalances, especially in advanced and emerging economies. Although some imbalances eased in 2024, concerns are rising that these may be structural rather than cyclical, requiring long-term policy attention.

Over the last century, public employment services have been established or upgraded in most countries to tackle the challenging labor market conditions faced by job seekers, workers, employers, and the most vulnerable populations. Indeed, ILO Convention 88 provides an internationally recognized framework for the provision of free public employment services, outlining labor market assistance that governments should make available to workers and employers. High-performing public employment services can support labor market participation, access to quality jobs, and the updating of skills (ILO, 2009). Their importance was demonstrated during the economic and labor crisis caused by the COVID-19 pandemic, when many countries used the services to channel support to job seekers, workers, and business (ILO, 2023).

Public employment services may plan and execute some of the active labor market policies (ALMPs) that help workers find jobs and employers fill vacancies, facilitate labor market adjustments, and cushion the impact of economic transitions.[2] They can also play an important role in mitigating the negative effects of abrupt labor market disruptions caused by armed conflicts, climate shocks, and health crises. As an example, Box 1.1 provides an overview of the role of public employment services in responding to the COVID-19 crisis. The range and depth of services delivered varies across countries, with some public employment services operating as comprehensive one-stop shops — physical or virtual — for employment services, while others focus on a narrower set of functions. To carry out these tasks, public employment services often perform five different functions:

1. **Job brokerage** by publicly disseminating vacancies to be filled and profiling job seekers to facilitate matches between them and employers.
2. **Provision of labor market information** by collecting data on job vacancies and potential applicants to inform labor market stakeholders.

2 ALMPs include a range of program s and interventions that aim to effectively promote and assist the return to work of unemployed or inactive individuals, including training, employment incentives, direct job creation, and subsidized employment. A public employment service is one of the most prominent ALMPs. ALMPs can be contrasted with "passive" labor market measures that involve the provision of various forms of welfare payments related to unemployment. These vary from country to country but might include contributory unemployment benefits or redundancy payments and non-contributory cash transfers. In some countries, public employment services have a role in the administration of these payments and may be involved in combining active and passive measures.

3. **Market adjustment** by implementing labor market policies aimed at adjusting labor supply and demand to maintain a balance in the labor market.
4. **Management of unemployment benefits** by providing income support to unemployed persons, which includes both unemployment insurance and unemployment assistance.
5. **Management of labor migration** by providing services to facilitate mobility and help workers use and develop their skills across regions and abroad.

Public employment services offer support to job seekers and workers throughout their entire life cycle. The services should not be limited to matching someone to a single job at a specific moment, but rather should focus on sustainable career moves over people's lifetimes, which requires this life cycle approach. In other words, support should be available for various labor market transitions experienced throughout life, including entering the labor market for the first time, career advancement while employed, re-entering after periods caregiving, transitioning from unemployment to employment or from education and training to work, and changing jobs. Facilitating positive labor market transitions is essential to provide people with the security needed to navigate the multiple labor market transitions they will experience as well as economic crises they may face

Public employment services are a key labor market institution, but they are not the only one. Over the past decade, the traditional model—in which a single organization, usually the public employment service, manages the client's labor market journey and coordinates specialized services on their behalf—has evolved into an employment service ecosystem. To maximize positive impact, this employment ecosystem should be aligned with the country's overall economic policy so that services both advance inclusion, productivity and competitiveness — drawing on a range of service delivery partners across public, private, and union partners. This new approach places the client at the center, receiving targeted support from a range of stakeholders that help job seekers and workers access quality jobs and enable employers to secure the talent needed to be more productive and competitive (ILO,2023b; GIZ, 2021). This employment ecosystem includes public employment services, private employment agencies, education and training institutions, social security organizations, child and adult social care providers, employers' representatives, trade unions, and nongovernmental organizations (NGOs) (GIZ, 2021). Within this model, public employment services are in a central position, as they oversee the implementation of labor market policies and quite often have wide territorial coverage that enables them to connect and align various stakeholders effectively.

The roles, mandates, and functions of public employment services are shaped by the political, economic, social, and industrial circumstances in which they operate. Their performance of the five functions mentioned earlier is largely influenced by the specific labor market challenges

they face and their institutional factors, such as funding, management structure, engagement with job seekers, workers, and employers, and their physical and digital presence. Ensuring the optimal functioning of public employment service ecosystems requires targeted action to strengthen them so that they can play the dual role of a labor market coordinator and a contributor to partnerships with other actors in the ecosystem.

BOX 1.1 PUBLIC EMPLOYMENT SERVICE RESPONSES TO THE COVID-19 PANDEMIC

Countries worldwide adopted unprecedented measures to contain the COVID-19 outbreak and mitigate its public health impacts. Lockdowns, travel restrictions, and social distancing successfully slowed the spread of the virus but came at a significant economic cost, leading to major disruptions in labor markets (OECD, 2021; GIZ, 2021). Firms struggled to keep afloat and workers in affected sectors faced severe challenges. In advanced economies, many people were placed into short-time work arrangements or laid off, while in less developed countries, where informality is prevalent, most lost their income and livelihoods.

Public employment services played an important role in keeping labor markets functioning during this crisis because of their role in helping firms and workers adjust to changing labor markets and cope with challenges as they emerged. Public employment services around the world had to be agile to quickly adapt their way of working and their strategies to respond to unpredictable developments, helping limit the labor market consequences of the COVID-19 crisis in the short and medium term, and to promote a quick recovery (OECD, 2021; GIZ, 2021). They provided income support, adjusted training initiatives to align with shifting labor market demands, developed alternative channels to serve their clients, and accelerated their adoption of new technologies. These efforts, in collaboration with other public agencies, were central to governments' policy responses aimed at expanding support for job seekers, workers, and employers.

Public employment services helped mitigate the labor market shock caused by the COVID-19 crisis. Income support measures were important in mitigating the pandemic's economic impact on workers in affected sectors. Many governments expanded unemployment insurance and social protection during the pandemic to include informal workers and the self-employed, who were disproportionately affected by lockdowns and labor market disruptions. Many of these transfers and other interventions, such as employment subsidies, provided essential short-term support during the job search and upskilling and reskilling periods required to enter or re-enter the labor market.

The pandemic exacerbated labor and skill shortages due to additional shifts in the employment structure caused by lockdowns and the closure of certain sectors. On one hand, the number of job offers declined in sectors that slowed or were completely paralyzed, such as retail, trade, transportation, accommodation and food services, and manufacturing. On the other hand, certain sectors, such as healthcare, information and communication technology, agriculture, food and energy, and utilities, experienced sharp increases in labor demand and were confronted with severe labor shortages. To address this issue, public employment services guided affected individuals through labor market transitions and facilitated upskilling and reskilling opportunities.

Digital services have become a key element of the public employment service response to crises. As discussed in Chapter 3, countries with established digital tools and infrastructure prior to the COVID-19 outbreak transitioned more effectively to online service delivery. These countries maintained seamless benefit application processes and uninterrupted support for job seekers and employers. In contrast, countries with limited prior investment in digital technologies—often developing and emerging countries—faced greater challenges to adapt to the sudden surge in demand. While the pandemic accelerated the digitalization of public employment services, building robust technological infrastructure cannot be achieved in the short term, especially when dealing with sudden and large inflows of job seekers and employers. While in-person delivery remains essential, the COVID-19 pandemic highlighted the need for hybrid service models and the importance of long-term investment in institutional and digital capacity (ILO, 2024b; OECD, 2020).

The COVID-19 pandemic has contributed to reshaping public employment services, influencing both service delivery and institutional development. In many countries, the pandemic prompted efforts to build more robust, long-term structures for resilience, with public employment services playing an important role in these developments. The pandemic highlighted how these services can contribute to crisis management and labor market resilience. The lessons learned from this experience underscore the need for agile, adaptive, inclusive, and well-resourced public employment services to address future disruptions, whether caused by pandemics, conflicts, or natural disasters.

1.2 Labor Market Trends and Challenges: Implications for Public Employment Services

To fully understand the role of public employment services globally, it is essential to have a clear picture of the labor markets in which they operate. It is equally important to examine how these institutions can adapt and what adjustments in terms of services and structure are needed to address labor market trends and challenges. This section explores the current labor market trends and challenges faced by public employment services and highlights how these agencies can play a supportive role in addressing these issues.

1.2.1 Demographic Changes

The global population is still increasing, but at a slower pace. Over the next three decades, population growth will vary significantly across regions. Central and Southern Asia is expected to become the world's most populous region by 2037 as the population of Eastern and Southeastern Asia is expected to start declining by the mid-2030s. Sub-Saharan Africa's population is expected to almost double, surpassing 2 billion by the late 2040s, accounting for over half of global population growth. In contrast, the populations in Europe and Northern America are projected to peak by the late 2030s (UNFPA, 2024). Although the timing and speed of these changes will vary by country, some generalized trends include shrinking household sizes, higher concentrations of population in urban areas, and increasing migration flows within countries (rural to urban) and across borders from poorer to wealthier countries (UNFPA, 2024).

Changes in the size of a population are driven by the demographic transition, a process characterized by gradual declines in mortality and fertility. In the early stages of the demographic transition, population growth accelerates, increasing the share of working-age people and generating a "demographic dividend" (Lee and Mason, 2006). Regions such as Central and Southern Asia, Northern Africa, Western Asia, Oceania, and sub-Saharan Africa are expected to continue experiencing growth in their working-age population as a percentage of the total population over the next 25 years. This represents an opportunity to maximize the benefits of the demographic dividend if investments are made to improve access to healthcare, education, and quality employment. At the same time, the rise of generative AI — capable of performing cognitive and creative tasks — is reshaping labor market dynamics, raising concerns about automation-driven displacement among cognitive workers, while also offering new tools for delivering labor market guidance, as illustrated by Austria's career guidance chatbot (Box 3.4). At more advanced stages of the demographic transition, population aging substantially increases the share of older adults. In Eastern and Southeastern Asia, Europe, North America, and Latin America and the Caribbean, the share of working-age population is projected to stabilize or even decline (UN DESA,

2022). International migration will also affect population trends in some countries. Immigration may attenuate population decline in countries with low fertility and aging populations such as Australia, Canada, Saudi Arabia and the United States (IOM, 2024). In contrast, emigration from countries with ultra-low fertility is projected to contribute to population decline (UN DESA, 2024).

Public employment services can help mediate the effects of demographic change in the labor market by tailoring services to meet the needs of different groups throughout the life cycle (Schmid, 2010). They can develop targeted outreach programs to help young people who are Not in Education, Employment or Training (NEET) enter the labor market, and design initiatives to bridge education-employment gaps. Public employment services can also raise employers' awareness about the benefits of hiring young workers, such as their fresh perspectives, adaptability, and technological proficiency, while encouraging responsiveness to younger workers' changing demands regarding work organization and workplace culture. In addition, public employment services can develop services to support women in accessing and maintaining quality jobs. For example, they can provide information on affordable care options for children and older persons and offer guidance on flexible work policies and work-life balance. Public employment services can also help employers implement inclusive practices for men and women and address biases that may hinder hiring and promotion. Furthermore, the services can assist older workers by providing access to lifelong learning opportunities, support for career transitions, flexible work arrangements, and initiatives promoting workplace well-being and the utilization of skills.

1.2.2 Technological Changes

Technological change has accelerated since the mid-2010s, transforming labor markets, with the COVID-19 pandemic further amplifying this transformation (World Bank, 2024). Rapid technological change can lead to job polarization, causing employment in certain middle-skill occupations to shift toward high-skill and low-skill occupations (World Bank, 2019). This phenomenon puts some workers at risk of substitution and job displacement, particularly those in "codifiable" tasks. While these have traditionally been concentrated in lower-paid, routine occupations, higher-paid occupations are increasingly affected as well. Nevertheless, countries with a high concentration of jobs in routine middle-skill occupations are at higher risk of experiencing the negative consequences of technological change, such as inequality, vulnerability, and poverty (ILO, 2024b, IMF, 2024). In high-income countries, technological change appears to be contributing to job polarization, with middle-skill occupations with a high share of routine tasks being more vulnerable to automation (OECD, 2022). Recent evidence suggests that developing and emerging economies are also experiencing job polarization, which will be particularly pronounced given that they are home to over 60 percent of jobs concentrated in middle-skill occupations. However,

further research is needed to determine whether technological change is the key determinant of this trend. (World Bank, 2024). In Latin America and the Caribbean, for example, there is some evidence of partial polarization (Ripani et al., 2020).

Employment growth in occupations at high risk of automation has been lower compared to those less vulnerable to automation (OECD, 2021). Some developing countries are experiencing job upgrading, with shifts from low- to middle-skill occupations. In the Middle East and North Africa, growth in middle-skill occupations significantly outpaces that of high-skill occupations, while in East Asia there has been growth in middle-skill occupations alongside a modest increase in high-skill positions (World Bank, 2024). The rise of generative artificial intelligence (AI), which can perform creative tasks, has raised concerns about the vulnerability of high-skill workers to automation. Emerging evidence from Organisation for Economic Co-operation and Development (OECD) countries and Latin America and the Caribbean suggests high-skill occupations are among the most vulnerable to generative AI. However, the effects on employment remain limited so far (OECD, 2024a; Azuara, Ripani, and Torres Ramirez 2024).

Public employment services can play an important role in mitigating the negative effects of technological change on vulnerable workers and help countries take full advantage of technological changes to create better jobs. They can use new technologies to improve the functioning of the labor market to make the job matching process more effective. As will be discussed in Chapter 3, they can also implement and coordinate ALMPs to help job seekers and workers develop new skills and adapt to changing demands in the labor market. In addition, public employment services can promote career guidance and lifelong learning, which are key to a more inclusive transition to the future of work (Puckett et al., 2020). They can coordinate the provision of income support to affected workers and households, preventing them from falling into poverty, which might increase their chances of long-term structural unemployment or low-quality work in the informal sector. In addition, they can help firms adjust workforce strategies to make better use of workforce skills.

1.2.3 Deceleration of Globalization

The future of globalization is uncertain. Globalization, which dates as far back as 1870, is characterized by increasing connectivity of the world economy through the flow of goods, services, investment, technology, data, ideas, and labor. Following World War II, countries reduced trade restrictions, leading to further integration. Technological developments further reduced the cost of trade and financial transactions through innovations that made sea and air transportation cheaper and promoted the widespread adoption of information and communication technology. From the 1990s until the 2008 global financial crisis, the world experienced a period of rapid

global integration. Although data on global trade, capital, and labor flows indicate a slowdown after the 2008 crisis, globalization levels remain high (Goldberg and Reed, 2023).

Globalization has led to the fragmentation of the production process, with different stages of that process located in different parts of the world. The COVID-19 pandemic and geopolitical factors exposed vulnerabilities in global value chains (GVCs), which account for an estimated 50 percent of global trade (World Bank, 2020, cited in Goldberg and Reed, 2023). For example, the disruptions in labor supply in importing countries related to health issues during the pandemic led to the congestion of ports, affecting trade between developed and developing economies (ILO, 2024b). These challenges have been further exacerbated by geopolitical conflict and sanctions. Concerns about the resilience of GVCs and national security have sparked public debate and led to the reorganization of those chains, with some governments investing in their relocation (Goldberg and Reed, 2023). Changes in policies and regulations driven by some key players in the global economy, along with shifting attitudes towards globalization, have contributed to a broader sense of unpredictability, which may lead to deglobalization. While globalization has generally driven growth and reduced poverty levels, the transition has posed challenges for low-skill workers, leading to job losses and wage declines, alongside increased economic volatility and rising income inequality.

Public employment services not only help mitigate the negative effects of globalization deceleration: they can also help amplify positive outcomes, such as supporting job creation in local industries, including through self-employment assistance programs that support workers in starting businesses during periods of unemployment. They can develop reskilling and upskilling programs tailored to emerging domestic industries, ensuring smooth transitions for workers. They can also provide job placement services to connect displaced workers with available opportunities. By partnering with local governments and businesses, they can create community-based employment initiatives. In addition, they can facilitate access to social protection, offering temporary income support and career counseling to help workers manage transitions effectively. Public employment services can also produce labor market information to guide the development of training programs and share timely updates to inform job seekers about market shifts and resources available. Finally, they can promote policy coordination between governments, businesses, and social partners to align workforce development and economic diversification policies and implement frameworks that support safe and efficient domestic labor mobility where international opportunities are limited.

1.2.4 Increasing Number of Shocks

An increasing number of shocks have impacted labor markets globally in various ways. First, supply-side shocks—such as natural disasters, severe weather events, pandemics, and geo-political conflicts—can interrupt production by limiting access to raw materials or disrupting supply chains, leading to business closures and job losses. For example, if a key supplier is impacted by a disaster, dependent factories may halt production and lay off workers. Second, demand-side shocks, including recessions and financial crises, reduce consumer spending and prompt businesses to slow hiring, cut hours, or implement layoffs. During a recession, falling demand can trigger widespread job losses. Third, technology shocks, such as automation, AI, and the energy transition, may displace workers with outdated skills while creating demand for new, specialized roles—potentially deepening inequality. Finally, global trade shocks, driven by shifts in trade policy or increased import competition, can cause job losses in exposed sectors and require labor market transitions to more competitive industries.

These shocks may cause job losses, hazardous working conditions, and reduced productivity, affecting a substantial portion of the global workforce. However, their effects are not uniform; vulnerable groups and low-income populations are disproportionately affected (Winkler, 2024; OECD, 2023, IMF, 2022; ILO, 2018). Given that labor markets are the primary source of income for most people, the lack of access to quality jobs could deepen poverty, exacerbate inequality, and hinder social cohesion and productivity growth. However, the outlook does not have to be bleak. The specific impact of a shock depends on its nature, the resilience of the economy, and the policy measures taken to mitigate its effect. While some jobs may be lost, shocks can also create opportunities for job growth, skill development, and increased productivity if the right policies are in place.

Public employment services can help mitigate the negative effects of shocks in the labor market. They can provide timely job matching, career counseling, and labor market information to help individuals navigate transitions. They can rapidly scale up active labor market programs, such as reskilling and upskilling programs, to address changing skill demands. They can also support employers in finding suitable candidates and maintaining workforce stability. During shocks, public employment services can coordinate emergency employment programs and serve as a key delivery channel for social protection measures, helping to cushion income loss and promote faster labor market recovery. In certain shocks, such as some severe weather shocks, public employment services responses can encompass both passive responses — such as temporary and partial income replacement for affected workers — and active reemployment efforts to help displaced workers transition to new opportunities.

1.2.5 Migration

Most migration flows occur within countries or between neighboring countries, and both domestic and cross-border migration can facilitate efficient labor reallocation, contributing to increased economic output while benefiting individuals at the same time. Mainly, international migration is driven by work, family, study, and, increasingly, the need for refuge. While most international migration is safe and regular, some individuals are compelled to migrate irregularly due to criminal violence, political instability, and poverty. Those fleeing conflict, persecution, or disasters are often the most vulnerable (IOM, 2024). Recent trends have seen more migrant workers moving temporarily, intending to return home or moving back and forth between two or more countries (IOM, 2024). Such circular migration can have specific benefits such as skill and technology transfer and network building. Labor migration has become a critical issue, with migrant workers making up an increasing share of the workforce across various sectors and skill levels. In 2019, there were 169 million international migrants employed or looking for jobs, accounting for 62 percent of all international migrants and 4.9 percent of the labor force in destination countries (ILO, 2021).

Labor market shifts are prompting changes in policies. In Latin America and the Caribbean, a new migration policy model has emerged that has featured updated laws and regional mobility agreements as well as over 90 extraordinary regularization programs since 2000 (Acosta and Harris, 2022). However, anti-immigration sentiments have intensified in various regions. In addition, global mobility has become more restricted in the post-COVID-19 era due to complex migration policies. Forced displacement has reached unprecedented levels, and this situation is expected to be exacerbated by environmental shock and the energy transition. It is estimated that over 216 million people could be displaced due to environmental impacts by 2050 (IOM, 2024).

Public employment services can play a role in supporting the labor market integration of migrants. In countries of origin, the services help job seekers looking for opportunities to work overseas by offering support to international placement through pre-selection of candidates, providing information and advice, registering overseas vacancies, promoting working abroad, assisting employers looking for migrant workers, and supporting temporary foreign workers programs. They also support national workers abroad and returning migrants. In destination countries, public employment services support employers with international recruitment by forecasting labor demand and skills shortages, advertising vacancies overseas, promoting the country as an attractive migrant destination, and participating in visa or pre-planned work permit schemes (Konle-Seidl, 2024; European Commission, 2024).

1.2.6 Labor Market Mismatches

Labor market mismatches refer to the misalignment between labor supply (workers) and labor demand (jobs) in the labor market.[3] These mismatches can be geographic, sectoral, or skill-based,[4] with skill mismatches a major concern for policymakers. Evidence suggests that skill mismatches are increasing. In 2025, 75 percent of firms in countries as diverse as Japan, Brazil, South Africa, and Belgium reported they could not find the talent they needed, compared to 36 percent in 2014 (Manpower Group, 2025). Skill mismatches are driven by factors such as low-quality education, demographic and technological change, new jobs, and new ways of organizing work (ILO, 2024b).

Labor market mismatches can negatively impact labor market outcomes and are present in both developed and developing economies. For example, skill mismatches can reduce workers' income and job satisfaction, undermine firm productivity and competitiveness, and, at a national level, increase unemployment and underemployment rates while hindering GDP growth (ILO, 2024b; McGuinness, Pouliakas, and Redmond, 2017; OECD, 2016a, 2016b, 2020; Somers et al., 2019). The COVID-19 pandemic highlighted how labor shortages in some economies can disrupt GVCs (ILO, 2024).

As a player within the skills ecosystem, public employment services can contribute to reducing skill and labor mismatches. They can collect, analyze, and share information on employers' demands for skills and the supply of job seekers, enabling the stakeholders— including career guidance professionals and training providers as well as the employers and job seekers—make informed decisions. Public employment services can also help employers articulate their skill needs more clearly in vacancy postings and promote vacancies through job banks and online portals. They can help job seekers understand the skills employers need and effectively communicate their skills to potential employers. The services can also offer career guidance and lifelong learning opportunities to support job seekers and workers in making successful transitions. They can facilitate access to upskilling and reskilling programs aligned with the needs of the productive sector, helping bridge skills gaps. Targeting vulnerable groups is particularly important, as they often lack the skills required to access good-quality jobs. In addition, mechanisms to assess competencies beyond formal qualifications—such as informal training, experience, and soft skills—are essential to creating pathways into formal employment for those

3 The concept of skills mismatch is broad and can be used to describe overqualification (overeducation), underqualification (undereducation), overskilling, underskilling, skill shortages, skills gap, field of study mismatch, and skill obsolescence. The term is generally restricted to mismatches impacting workers in employment, or firms currently employing or seeking to employ workers (ILO, 2024b).

4 Geographic mismatches occur when jobs are available in one location, but workers are in another; sectoral mismatches occur when workers have experience in declining industries, but job openings are in new industries; and skill mismatches occur when workers' skills do not match the skills required in the labor market.

without formal qualifications. Addressing these mismatches also requires investment in career navigation infrastructure that helps workers interpret labor market signals and pursue informed transitions (Fuller et al., 2026).

1.2.7 Rising Income Inequality

Global inequality remains significantly high in absolute terms, with the average income of the top 10 percent 38 times higher than that of the bottom 50 percent, similar to levels observed around 1900. Decreases in global income inequality have not occurred uniformly. While income inequality between countries has decreased since the 1990s largely due to rapid economic growth in developing countries, especially in Asia (Bourguignon, 2015; Milanovic, 2016; Chancel et al., 2022), inequality within countries is increasing (Milanovic, 2019; Piketty, 2014, 2020). The within-country inequality component now exceeds the between-country component, suggesting that reducing inequality within countries is more important for reducing overall global inequality levels (Chancel et al., 2022). Factors contributing to the increase in within-country income inequality include global influences such as technological progress, globalization, and commodity price cycles, alongside country-specific factors like economic instability and domestic policies related to financial integration and labor deregulation (Clark, 2023).

There are important disparities in income inequality within countries across world regions. The Middle East and Arab countries, sub-Saharan Africa, and Latin America and the Caribbean are the most unequal regions globally, where the top 10 percent earn 32, 31, and 27 times more, respectively, than the poorest half of the population. In South and Southeast Asia and North America, Russia, and Central Asia and East Asia, the income gaps are 22, 17, 16, and 16, respectively. Europe has the lowest level of inequality, with an income gap of 10 (Chancel et al., 2022). Excessive inequality threatens social cohesion, increases political instability, and can ultimately hinder economic growth (OECD, 2015; Ostry, Berg, and Tsangarides, 2014).

Public employment services can contribute to reducing within-country income inequalities by facilitating access to quality jobs for low-income and low-skill individuals. Through targeted outreach, they can engage adults with low skills in their everyday environments, such as workplaces, leveraging existing relationships to encourage participation in training opportunities. They can also provide career counseling to help people identify their training needs, select training programs most appropriate for them, and address barriers such as financial constraints, lack of time due to family commitments, or geographic distance to the training location. The services can support skill certification to recognize informal learning, which can increase motivation and become a steppingstone to further formal learning. Targeted programs implemented by public employment services can address the specific needs of vulnerable groups, including

low-income individuals, women, and minorities, promoting their inclusion in the workforce. In this setting, informality poses a particular challenge, with many workers lacking access to stable earnings and social insurance; public employment services can support transitions to formal work through targeted interventions linking informal workers to formal employment opportunities and social protection (see Box 1.3). They can also work with employers to promote fair hiring practices and connect job seekers with employers who value diversity to promote more equitable opportunities, which can help to close the income gap. In addition, public employment services can leverage labor market information systems to provide real-time data on job availability, skill demand, and wage trends. This empowers individuals to make informed decisions about their career paths, aligning with sectors offering higher pay and growth potential.

1.3 Labor Market Developments and Public Employment Services across the World

Public employment services have the potential to play a central role in tackling labor market challenges, as they are involved in the daily operation of labor markets and in government interventions to correct market failures. Recent evidence suggests that they are cost-effective policies (Nunn, 2024). Box 1.2 presents a summary of the evidence on the effectiveness of public employment services and ALMPs.

BOX 1.2 THE EFFECTIVENESS OF PUBLIC EMPLOYMENT SERVICES AND OTHER ACTIVE LABOR MARKET POLICIES

Meta-analysis and systematic reviews are research methodologies used to summarize a large number of existing studies providing longer-term outcome measurement or comparison over time, making them valuable resources for policymakers. The overall evidence from them suggests that active labor market policies (ALMPs) have a small but positive effect on formal employment, wages, and employment quality (Nunn, 2024). Labor intermediation services, usually delivered by public employment services, have a small positive effect (usually around 1 to 2 percent, but ranging from a small negative effect to more than 6 percent points) but are cost-effective interventions. Training programs have a smaller positive or even negative effect in the short term due

to lock-in effects,[1] but have positive effects in the long run, ranging from 2 percent to more than 20 percent. Employment creation programs have mixed results, with effects for wage subsidies and business start-up programs showing positive benefits of 15 percent or more at times but in others showing no benefit.

Overall, the evidence emphasizes that program effectiveness depends on careful design, resource allocation, and alignment with local labor market contexts (Nunn, 2024). Evidence from developing countries, including Latin America and the Caribbean, echo these global findings, also suggesting that public employment services and other ALMPs can be effective, particularly for women and less-educated job seekers, who tend to experience higher net impacts on employment and earnings from job retraining, with positive effects on employment, wages, and transitions to formal employment (Espejo et al., 2023; Novella and Valencia, 2022; O'Leary et al., 2021). These programs are most effective when they incorporate human capital investments, target informal workers, and include skill development aligned with the demands of formal private sector (Escudero et al., 2019).

Effectiveness of Active Labor Market Policies Depends on Using the Right Instrument for the Current Labor Market Context

Evaluations and meta-reviews highlight that the effectiveness of public employment services and other ALMPs depends on labor market contexts, and that the type of instrument used should change depending on whether the economy is expanding or contracting. When labor demand is growing, interventions targeting the labor supply are more effective because they promote access to jobs by helping job seekers as well as persons out of the labor force but willing to work address barriers that are intrinsic (e.g., level of skills, qualifications and experience required by employers) or associated with the labor market (e.g., lack of skills for job search, such as finding job vacancy listings, writing a curriculum vitae or preparing for a job interview, and limited networks). They can also help address barriers that are exogenous to the labor market, such as lack of childcare support, poor transport infrastructure, long traveling distance to the workplace, insecurity, and stereotypical roles assigned to women in some societies (Nunn, 2024; ILO, 2023). When labor demand is contracting, interventions targeting it are more effective because they promote job creation by reducing recruitment costs for firms through the transfer of prescreening and filtering responsibilities to public employment service counselors (Card, Kluve, and Weber, 2018; Eichhorst and Konle-Seidl, 2016). In this context, supply-side interventions can still help unemployed workers avoid skill atrophying and scarring, (Egdell and Beck, 2020; Knabe and Rätzel, 2011; Arulampalam, 2001) and build new skills likely to be in demand when creative destruction leads to structural change or promotes geographic mobility (Carranza and McKenzie, 2024).

1 Lock-in effect refers to the temporary reduction in a job seeker's job search activity or likelihood of employment during participation in ALMPs.

A strong, modern, and resilient public employment service can contribute to a virtuous cycle by helping individuals upgrade their skills, improve their employability, and become more resilient to shocks, as well as increase countries' productivity and competitiveness. However, efforts to strengthen these services must take into account the varying labor market contexts in which they operate. The following sections explore labor market conditions across four world regions.

1.3.1 Africa

Africa's GDP growth rebounded to 3.8 percent in 2022 following the pandemic but slowed to 3.1 percent in 2023 due to geopolitical tensions, such as the Ukraine conflict and its impact on commodity prices. Growth rose to 4.1 percent in 2025, up from 3.3 percent in 2024 (ILO, 2024a). Growth in sub-Saharan Africa, the world's second fastest-growing region, slowed in 2023 due to inflation and weak performances in key countries, but grew by over 4 percent in 2024, and reached 3.8 percent in 2025 (IMF, 2025). North Africa's growth declined to 2.7 percent due to climate shocks in countries like Morocco and ongoing conflicts, such as in the conflict in Libya. Africa's structural challenges, including poverty, climate change, and security risks, particularly in the Sahel, continue to impede progress. Limited fiscal capacity further constrains the ability to respond to shocks. GDP growth remains insufficient to improve income per capita, with income in many countries still below pre-pandemic levels (ILO, 2024).

Africa's labor force grew by 16 million in 2024 and is projected to increase by 16.8 million in 2025, driven by rapid population growth (ILO, 2026). Despite employment growth keeping pace with the expanding labor force, the region continues to face a significant shortage of good-quality jobs. Informality is high, affecting 83 percent of workers, having expanded by 29.3 percent in the last decade (ILO, 2024a). Over 439 million workers hold informal jobs and more than 148 million live in extreme poverty (ILO, 2024a). The labor market is characterized by low wages, job insecurity, and limited social protection, particularly for young workers (Ross, Showalter, and Bateman, 2021). Youth face significant challenges, with 26 percent classified as NEET in 2023, reflecting risks of disillusionment amid limited quality-job opportunities (ILO 2024a). While NEET rates have declined over the past decade, they remain the second highest globally (ILO, 2022).

Subregional labor market trends reveal important differences. Sub-Saharan Africa accounted for most of the region's labor force growth, adding 15.2 million of workers in 2024 (ILO, 2024a). Low-quality employment is widespread, with 86.6 percent of workers in informal jobs and over one-third of the employed population living in extreme poverty. Precarious employment is pervasive, with 76 percent engaged in self-employment, which offers less job security and regular income. Youth in sub-Saharan Africa face significant challenges, with 25 percent classified as NEET in 2023 (ILO, 2024a). In North Africa, labor force participation was the second lowest

globally at 42 percent in 2024 (ILO, 2024a), driven by a significant difference by sex—female participation was only 20 percent compared to 69 percent for men. This difference is also reflected in youth NEET rates, with women more than twice as likely to be classified as NEET than men, at 38.4 percent. Youth unemployment remains a critical challenge, affecting one quarter of young people in North Africa (ILO, 2024a).

Public employment services in Africa face significant challenges, including limited resources and inadequate infrastructure for effective job matching, training, skill recognition systems, and career guidance. Some countries, however, have well-functioning public employment services, delivering core services such as labor market information, matching, counseling, administration of labor market programs, and online job portals (Davern, 2020). Initiatives such as GIZ's global youth employment program have strengthened public employment services in the region. Strategies to strengthen highly informal labor markets should prioritize outreach to informal workers and employers, as many of them fear engaging with public authorities due to their precarious legal status. Skill recognition systems, formalization incentives, and the extension of social protection are also crucial. Partnerships with NGOs and worker organizations can play a key role in bridging gaps and building trust among informal workers (GIZ, 2021).

1.3.2 The Americas

Economic growth in the Americas slowed, with average GDP dropping from 2.6 percent in 2024 to 1.9 percent in 2025 (ILO, 2026), and is expected to reach 2.2 percent in 2026 (ILO, 2024b). Weak external conditions and tighter monetary policies aimed at curbing inflation have contributed to the regional slowdown. In North America, the United States' GDP growth increased to 2.8 percent in 2024 but was projected to slow to 2.1 percent in 2026 (OECD, 2024b). In Latin America and the Caribbean, economies are still struggling to recover from the pandemic, with GDP growth having slowed to 2.4 percent in 2023 and 2024 (IMF, 2024). Growth is expected to increase to 2.5 percent in 2025 (IMF, 2025a). Despite recent debt reductions, high debt-to-GDP ratios limit fiscal support (ECLAC, 2023). Tightened monetary policies have curbed consumption in many countries, except Brazil. With growing populations, stagnant GDP growth signals continued declines in per capita income (IMF, 2023).

Employment is growing slowly in the Americas even as the economy expands. Despite 4.6 million people joining the workforce in 2024 across the region, labor force participation remains below pre-pandemic levels at 62.5 percent (ILO, 2024b). Unemployment has stayed low, at 5.5 percent in 2024, below pre-pandemic levels. However, youth unemployment remains a significant concern, as it is twice the general unemployment rate in both North America and Latin America and the Caribbean (ILO, 2024b).

Labor market challenges vary significantly across subregions. In North America, the labor market has remained steady, with labor force participation stable at 62.3 percent in 2025 (ILO, 2024b). Employment levels are high, particularly in the United States, where 2.7 million jobs were added in 2023 (BLS, 2024) amid historically high labor shortages (NASWA, 2023). However, employment growth for North America was projected to slow over 2025-2026. The unemployment rate, standing at a historically low 4.4 percent, was expected to remain the same (ILO, 2025). However, youth unemployment stands at 8.3 percent, nearly double the overall unemployment rate (ILO, 2024). Differences between women and men persist, with women, particularly young women, facing a higher risk of low pay (ILO and OECD, 2024). In Canada, the difference in labor market participation between women and men is narrowing (ILO and OECD, 2024). However, the employment rate of women with children younger than 6 years old increased to 72 percent in 2021 (Statistics Canada, 2024).

In Latin America and the Caribbean, employment has continued to grow, reaching 58.6 percent in 2025, though the outlook is less optimistic. Strong job growth has reduced unemployment to 6.2 percent, below pre-pandemic levels (ILO, 2025). However, access to quality jobs remains a concern. Despite improvements since 2010, nearly 51 percent of workers earn insufficient income to escape poverty (IDB, 2024). Informality affects 51.8 percent of workers, with most post-pandemic jobs created in the informal sector (ILO, 2025) — a barrier to improving income equality and social cohesion. The labor force participation rate has nearly returned to pre-pandemic levels at 62.6 percent. Differences between women and men have narrowed due to a stronger recovery in women's participation, yet the gap remains significant at 74.6 percent for men versus 50.9 percent for women. Youth face persistent challenges, with nearly 20 percent classified as NEET, a proportion unchanged since 2010, with over a quarter of young women in this category (ILO, 2025).

Public employment services in North America and Latin America and the Caribbean face different challenges. In North America, they have high coverage, high investment levels, and a robust infrastructure that allows for integrating active and passive labor market policies to support vulnerable groups through targeted interventions. They are leveraging advanced technologies to improve outcomes. In the United States, state workforce agencies are using AI tools to support job seekers, apprenticeships, and re-entry programs (NASWA, 2023). In Canada, public employment services employ machine learning to improve service delivery and innovative payment models, such as Ontario's payment-by-results (Deloitte, n.d.). In Latin America and the Caribbean, despite progress in digital transformation (Pieterson et al., 2023), public employment services face significant challenges due to limited coverage and resources. The region allocates on average only 0.3 percent of GDP to these services, half the expenditure in Europe (Nunn, 2024). Over the last 15 years, the Technical Support Network to Employment Services in Latin

America and the Caribbean, the SEALC Network,[5] financed by the IDB, has been strengthening public employment services in the region through technical support and the generation and dissemination of knowledge and best practices. Challenges ahead include improving program design, focusing on informal workers, providing skills aligned with the demands of the private sector (Escudero et al., 2019), and moving forward with the digital transformation process.

1.3.3 Asia

Asia's GDP grew by 4.3 percent in 2023, driven by post-COVID-19 reopening, particularly in China, where the lifting of restrictions boosted domestic spending (World Bank, 2023). Tourism in the region surpassed pre-pandemic levels, further supporting growth (ADB, 2023). Inflation was relatively contained through price controls and subsidies, except in some South Asian countries such as Bangladesh, India, and Pakistan, which faced energy shortages and financial constraints (World Bank, 2023). South Asia led regional growth at 6.2 percent, with India driving this trend. Southeast Asia saw 4.6 percent growth, with Indonesia benefiting from high commodity prices (ILO, 2025). Fiscal stabilization began as pandemic support measures were phased out, with growth having continued at 4.6 percent in 2025. Central and Western Asia face risks from economic uncertainty, the ongoing war in Ukraine, environmental shocks and the energy transition which could further impact labor markets (Gigineishvili et al., 2023).

The region's labor force participation rate returned to its pre-pandemic downward trend, with unemployment falling to 7 percent in 2024. Employment slightly improved to 52.9 percent, above the long-term pre-pandemic average. While informality decreased from 46.5 percent in 2010 to 36.4 percent, it still affects 27 million people (ILO, 2024b) — remaining a significant barrier to income equality and social cohesion across the region. Youth employment is a significant issue, with over 80 percent of young workers in informal jobs, and unemployment rates rising to 14.4 percent in 2023 (ILO and ADB 2020; ILO 2024b). NEET rates have decreased over the last decade but remain the second highest globally (ILO, 2022).

In Southeast and East Asia, labor force participation continued its long-term decline, reaching 60.9 percent in 2023. This trend is influenced by socioeconomic improvements, including reduced poverty and higher youth educational enrollment, especially in South Asia (ILO, 2024b). Employment growth rebounded to 2.4 percent in 2024, mainly driven by South Asia. Informality is particularly high in South Asia, with 86.7 percent of the workforce in informal jobs in 2024 (ILO, 2025). The rise of new forms of work, such as gig and platform work, presents new challenges for tackling informality, with the potential to lead to job insecurity, irregular income, and limited access to social

5 For its initials in Spanish, Fortalecimiento de la Red de Servicios Públicos de Empleo.

protection. Youth unemployment is an important challenge in East Asia, especially China, where urban youth unemployment reached 20.4 percent in 2023 (ILO 2023). Youth unemployment remains a major concern in some subregions, including Southern Asia and Eastern Asia. In Eastern Asia, the unemployment rate of youth is more than four times higher than that of adults and nearly 4 percentage points above the rate before the pandemic (ILO, 2025).

Public employment services in the region range from highly developed in advanced economies to nascent and under-resourced in emerging economies. In countries with more advanced public employment services, these institutions have a governance strategy, integrated services, and outsource delivery to newly established basic services for the most vulnerable. Throughout the region, however, some of the basic functions of public employment services—such as unemployment benefits, the management of other active labor market policies, and the provision of labor migration services—remain far from universal.

1.3.4 Europe

Europe's GDP growth increased moderately in 2025, with significant regional variation influenced by external pressures and policy responses (IMF, 2025). Northern, Southern, and Western Europe have experienced economic growth for two consecutive years, with GDP rising from 1 percent in 2024 to 1.4 percent in 2025. Growth in Eastern Europe slowed from 3.1 percent in 2024 to 1.3 percent in 2025 due to persistent inflation and geopolitical tensions(IMF, 2025a). However, countries outside the European Union continue to face higher inflation due to currency depreciation and their exclusion from the euro area's monetary framework. A slowdown in the Russian Federation was also expected to weigh on medium-term prospects.

Labor market trends in Europe have stabilized, with employment growing and over 2 million jobs created in the European Union in 2023, primarily in the services sector (European Commission, 2024). Unemployment dropped to 5.7 percent in 2023, down from a peak of 7 percent in 2020. Labor force participation has nearly returned to its pre-pandemic level and remained around 58.5 percent (ILO, 2024). Average real wages were expected to recover to their 2021 levels (European Commission, 2024). Although youth NEET rates are among the lowest globally at 13 percent, youth unemployment remains a concern, at 14 percent, double the overall unemployment rate. Despite important improvements since the peaks of the 2000s, most countries have yet to reach their previous lows. Europe continues to face critical labor and skill shortages across all levels, which are expected to persist (Konle-Seidl, 2024; ILO, 2025; European Commission, 2024).

Labor market trends in Europe show marked differences across subregions. Eastern Europe, impacted by labor market disruptions from the conflict between Russia and Ukraine, has seen declining labor participation and employment, making it the only subregion where employment

is not growing. Although informality in Eastern Europe decreased to 19 percent, it remains 2.5 times higher than in Northern, Southern, and Western Europe at 8.6 percent (ILO, 2024b). Youth unemployment has increased across much of the region, with particularly large increases in Czechia and Sweden. Sweden had the second-highest youth unemployment rate in Europe, at nearly 25 percent in 2023. These trends reflect the lasting and ongoing impact of the pandemic on young people, who were disproportionately affected by its consequences (ILO, 2024b). In contrast, Southern Europe has achieved the most significant declines in youth unemployment in recent years. However, youth unemployment in the subregion remains high, exceeding 20 percent (ILO, 2025).

The maturity of public employment services varies significantly across subregions. Western and Northern Europe have the most advanced public employment services, followed by Southern Europe, with Eastern Europe having the least mature organizations (European Commission, 2024). Since 2014, the European Network of Public Employment Services (PES Network), supported by the European Commission,[6] has helped strengthen public employment services in the region. Key challenges ahead include reducing labor and skill shortages, equitably managing the triple transition (resilient economy, demographic, and digital), leveraging data and technology for inclusive labor markets, and advancing research to address complex labor market issues and their links to other policy domains such as health, the environment, and social welfare (PES Network, 2024; Jakubowska et al., 2023).

While informality is a global challenge, that is particularly acute in Asia and the Americas, public employment services operating in labor markets with high informality must focus on developing inclusive services that encourage voluntary participation and ensure that informal workers benefit from formalization efforts. Two strategies are important (Box 1.3). First, outreach and engagement efforts should promote active involvement and representation of the informal sector through community-based initiatives, mobile service units, and partnerships with informal worker organizations and NGOs. These measures can bridge the gap between informal workers and public employment services by building trust and providing valuable information to ensure that response measures address specific barriers faced by individuals who often avoid public services due to fears about legal repercussions or discrimination (GIZ, 2022). Second, public employment services can develop mechanisms to recognize and certify informally acquired skills while providing accessible and relevant training programs tailored to the specific needs of informal workers. For example, upskilling and reskilling in this context may require offering basic skills programs as a foundation for professional training (OECD, 2020).

6 The PES Network is comprised of all European Union countries, Norway, Iceland, Liechtenstein and the European Commission, and it aims to encourage cooperation between Member States within the area of public employment service responsibilities in order to contribute to the implementation of European Union employment policies.

BOX 1.3 PUBLIC EMPLOYMENT SERVICES IN LABOR MARKETS WITH HIGH LEVELS OF INFORMALITY

Informal employment refers to jobs and economic activities not subject to labor legislation, income tax, social protection, or employment benefits (ILO, 2018). Globally, informal employment represents 58 percent of jobs, with significant regional variations, ranging from 83 percent in Africa to 17 percent in Europe and Central Asia (ILO, 2024b). The lack of access to formal employment benefits increases an individual's vulnerability to economic shocks, as seen during the COVID-19 pandemic, when 80 percent of informal workers experienced a 60 percent drop in earnings (ILO, 2020). High informality hinders efforts to reduce poverty, improve labor productivity, and achieve economic stability.

Labor markets with high informality present unique challenges for public employment services. Informal workers often lack connections to formal labor market institutions, making it difficult for services to effectively reach and engage them. Without access to social security, unemployment benefits, and labor rights, public employment services are limited in offering comprehensive support, such as income support during job search or upskilling and reskilling periods. Many informal workers acquire skills that may not align with formal employer demands, which involve skills that require certification and are offered through tailored training programs. In addition, limited labor market data in informal economies hinder evidence-based planning and intervention design. Structural barriers such as complex bureaucratic processes and tax burdens discourage formalization, limiting the impact of public employment service initiatives.

While public employment services alone cannot address the structural causes of informality, they can play a role in improving informal workers' labor market outcomes. Effective provision of public employment services in high informality contexts requires seeking alignment with broader policies that promote formal employment, such as enforcement of labor rights, simplification of registration processes, offering of tax benefits and employer subsidies, and the extension of basic social protection to informal workers.

1.4 About This Study

Public employment services are at the forefront of implementing labor market policies. However, they face numerous challenges due to shifting economic and labor market conditions, as well as diverse institutional contexts. To address these challenges and move forward with the modernization of these services, it is essential to have access to systematic information on institutional and operational characteristics, along with best practices from different public employment services worldwide. Comparing services and practices across countries allows for identifying limitations, discovering potential solutions, and introducing innovations. This information is also useful for international organizations and donors to better support the strengthening of public employment services.

Until 2014, no global information was available about public employment services. The first volume of *The World of Public Employment Services* established that baseline, providing valuable insights into the development, challenges, and opportunities faced by public employment services worldwide. This second volume builds on that foundation by updating and expanding the availability of structured and comparable information on the organization, structure, and practices of these services. It also introduces expanded analyses of digital maturity; resilience and responses to shocks; the evolving role of public employment services in labor migration; and partnerships with the Social and Solidarity Economy. The report highlights how these organizations have adapted to rapidly evolving environments and provides a useful information base to guide dialogue, activities, and technical and financial assistance initiatives regarding labor markets. Below is a summary of the chapters that follow.

1.4.1 Institutional and Policy Variations in Public Employment Services Worldwide: Key Results from the 2024 Survey (Chapter 2)

Chapter 2 discusses current labor market challenges, the types of services these institutions offer to job seekers and firms, and their capacity to deliver these services. The chapter examines the services' areas of responsibility, portfolio of activities, offerings for job seekers and employers, institutional structure, governance, capacity, and institutional achievements and developments. The analysis is based on the World of PES Survey 2024 conducted between February and June 2024.

1.4.2 Getting Ready for the Future: Digital Maturity of Public Employment Services around the World (Chapter 3)

Public employment services can help match disadvantaged job seekers with employers by offering digital tools that support access to jobs, training, and career development throughout their working lives (e.g., O'Leary, Orellana et al., 2025). These tools also assist employers in posting vacancies and finding talent. Chapter 3 explores the impact of digital technologies on public employment services, focusing on their transformation into digital-first organizations. It examines the evolution of digitalization within these institutions over the past decade, highlighting upcoming trends such as new channels and the integration of AI for service delivery. Furthermore, the chapter conducts a comparative analysis of how digital channels have been utilized for registration, vacancy matching, and support services. Finally, it examines current initiatives and plans for digital transformation across global regions.

1.4.3 Towards More Resilient Economies: How Public Employment Services Can Support Responses to Shocks (Chapter 4)

Public employment services play a crucial role in making labor markets more resilient to shocks. Chapter 4 discusses recent trends and future challenges related to economic shocks, exploring their potential impact on labor markets and skill requirements. It examines policy responses aimed at promoting workers' employability by equipping them with the necessary skills to navigate these transitions, supporting occupational mobility across sectors, and mitigating negative employment effects. Moreover, the chapter presents examples of approaches implemented by public employment services in collaboration with key stakeholders to help workers cope with the labor market effects of economic shocks.

1.4.4 Managing Labor Migration: A New Role for Public Employment Services? (Chapter 5)

Management of migrants seeking to utilize and develop their skills in new working environments has become a significant component of the portfolio of public employment services across the world, both in countries of origin and in countries of destination. Concurrently, public employment services in regions worldwide are increasingly engaged in pre-screening new arrivals affected by forced migration and offering services to facilitate their integration into the labor market. Chapter 5 focuses on the role of public employment services in managing both labor and forced migration.

1.4.5 Working in Partnership: The Social and Solidarity Economy and Public Employment Services (Chapter 6)

The social economy can play a major role in delivering employment services in various ways. These include job creation, integrating the most vulnerable into the workforce, and offering complementary services to enhance employability. Social economy entities typically concentrate on improving employment prospects for individuals who are furthest from the labor market, especially disadvantaged or vulnerable groups. Chapter 6 discusses the significant role of the social economy in providing employment services.

1.4.6 Perspectives (Chapter 7)

To ensure effective public employment services, concerted efforts are required at all levels. These efforts involve introducing more efficient operational provisions and practices at the service level, promoting development and modernization at the national level, and engaging workers' and employers' representatives to enhance adaptability. This chapter outlines recent and expected developments in key components of labor market policies, including labor market information, placement services, and both active and passive LMPs. Understanding the impact of these changes on the performance of public employment services underscores the importance of investing in institutional capacity and human resources. In addition, the chapter explores the dynamic nature of labor market information, placement services, and partnership development.

1.4.7 Country Profiles (Chapter 8)

Building on the first World of PES Survey in 2014, this report makes a significant contribution by presenting detailed profiles of public employment services worldwide (Box 1.4). The country profiles summarize self-reported characteristics of 78 public employment services from 75 countries that participated in the 2024 wave of the survey. Each profile follows a standardized format, beginning with a table that provides information on the economic and social context of the country. This is followed by a description of the institutional and operational characteristics of the public employment service, covering resources and organizational structure, core functions, and the inventory of services offered to job seekers and employers.

BOX 1.4 A BRIEF INTRODUCTION TO THE WORLD OF PUBLIC EMPLOYMENT SERVICES SURVEY 2024

The World of PES Survey project originated from an initiative launched in 2011 by the World Association of Public Employment Services (WAPES) Executive Secretariat and several of its member organizations. In 2014, the second wave of the survey aimed to better understand the institutions and policies of both WAPES members and non-members of public employment services.

The primary objective of the 2014 survey was to improve knowledge and data on public employment services across five regions: Africa, the Americas, Asia and the Pacific, Europe, and the Middle East and North Africa. The survey aimed to foster reflection, inspiration, and learning while strengthening collaboration with partner organizations, rather than comparing or benchmarking their performance. In both 2014 and 2024, the survey was conducted in partnership with the Inter-American Development Bank through its SEALC Network, which supports the strengthening of public employment services in Latin America and the Caribbean. The Organization for Economic Cooperation and Development's Local Economic and Employment Development (LEED) Initiative also collaborated on the design of both surveys.

The 2024 survey delves deeply into public employment services through analysis and policy recommendations. It focuses on four key areas—the social economy, digital transformation, labor migration management, and the transition to a more climate resilient economy—involved in adapting these services to emerging challenges. Building on past surveys from 2011 and 2014, the 2024 survey incorporates updated content and retains key questions.

Leeds Trinity University was responsible for the operational implementation of the 2024 survey, ensuring professional data collection and analysis. It also contributed to the questionnaire design. The survey included both standardized and open questions, allowing for detailed and individualized answers. The 2024 questionnaire covered the following topics:

- Organizational and governance structures
- Services offered to job seekers, employers, and others, including specific services offered to priority groups of job seekers
- Service channels used and digitalization
- Budgets and resources (including breakdowns from source and allocation to functions and services)
- Organizational change initiatives

The survey questionnaire was available in English, French, and Spanish, and was administered online. Senior management officers from 78 public employment services in 75 countries completed the questionnaires via a designated Qualtrics link. The online format offered flexibility, allowing respondents to access the survey multiple times, pause, and resume completion as needed, whether hours, days or weeks later. For countries facing challenges with an online format, PDF versions were provided, and the data were later compiled by Leeds Trinity University. Annex B provides detailed information on sample and field results.

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The World of Public Employment Services 2026

2

Institutional and Policy Variations in Public Employment Services Worldwide: Key Survey Results

2.1 Introduction

Public employment services help job seekers find work and employers fill vacancies. Their use, effectiveness, and efficiency differ widely across countries because institutional frameworks, policy approaches, and service designs vary. Once confined to high-income countries, public employment services are now widespread (Ulku and Georgieva, 2022), with many lower-income countries adopting policies considered effective in high-income settings (Nunn, 2024).

The literature on public employment services largely focuses on member countries of the Organisation for Economic Co-operation and Development (OECD). Evidence on services outside high-income countries is limited. With the aim of raising awareness of these institutions globally, this chapter builds on *The World of Public Employment Services* 2014 (OECD, IDB, and WAPES, 2016) and reports findings from the World of PES 2024 survey, which covers 78 services in 75 countries, making it one of the first global efforts to analyze these services in depth on a comparative basis. The survey compares services, institutional designs, and resources worldwide and, where possible, tracks changes over time and differences across regions and country income groups.

Results from the 2024 survey show that the range of services provided by public employment services has expanded since the 2014 survey, with many more institutions seeking to offer a full-service portfolio. It also shows an increase in passive measures, consistent with literature on the spread of social assistance schemes in recent years. Most public employment services try to provide a broad or complete set of core services (advertising vacancies, matching jobs and job seekers, and coordinating or delivering active labor market policies), even though their resource levels and the volume of active and latent demand vary widely. The analysis of resources, capacity and accessibility therefore points to major inequalities in how well public employment services can meet the needs of job seekers and employers.

A further contradiction comes from unmet demand alongside the expansion of social protection regimes. Although public employment services are increasingly integrated with passive measures, there is still substantial room to expand services for social protection beneficiaries. Doing so may be crucial for both employment growth and improvements in employment quality (especially, but not exclusively, through formalization) in many parts of the world.

2.2 Public Employment Services as an Active Labor Market Policy

Public employment services are an active labor market policy (ALMP) (Table 2.1). They have a defined organizational status, deliver services directly (classified as "placement and related services"), and coordinate other ALMPs.

ALMPs encompass a wide range of initiatives that typically provide job search assistance, access to job vacancy databases, and various forms of counseling, training, and employment support, such as wage or recruitment subsidies. Public employment services may have a role in supporting, providing, or coordinating these programs (listed as categories 2-7 in Table 2.1).

The aim of ALMPs is "...to bring more people into the effective labor force, to counteract the potentially negative effects of unemployment and related benefits on work incentives by enforcing their conditionality on active job search and participation in measures to improve employability, and to manage employment services and other labor market measures so that they effectively promote and assist the return to work..." (OECD, quoted in Martin, 2015). While this definition focuses on workers who are out of employment, public employment services can also add value for workers who are already employed — providing career guidance, training, and labor market information to help them identify better opportunities, advance in their careers, or make more productive use of their skills (OECD, 2021).

Active policies and programs are often designed alongside passive policies that provide financial support to unemployed individuals and households. In this report, passive labor market policies include contributory and non-contributory schemes linked to labor market status, including unemployment benefits/insurance, social assistance, sickness/disability transfers preventing work, and redundancy support (categories 8 and 9 in Table 2.1).

Passive labor market policies affect unemployment in several ways. They sustain unemployed or low-income workers and give them time to search for better skill matches, thereby reducing or preventing poverty and, over time, helping to lower unemployment and increase productivity. At the same time, they may reduce motivation to search actively for work and create moral hazard, leading to longer unemployment spells, further declines in skills, and lasting negative effects. The risk of generous passive labor market policies creating moral hazard was one of the original motivations for many governments to create ALMPs (Martin and Grubb, 2001).

TABLE 2.1 CATEGORIES OF LABOR MARKET POLICIES

Broad Category	Subcategory	Examples
1. Public employment services and administration	**1.1** Placement and related services **1.2** Benefit administration **1.3** Other	Public employment service intermediation services to help job seekers understand and access labor market demand and opportunities for sectoral and occupational mobility and training.
2. Training and certification[1]	**2.1** Institutional training[2] **2.2** Workplace training **2.3** Alternate training **2.4** Special support for apprenticeship	Training provided in different contexts and by different types of providers, with substantial scope for variation in duration, substantiveness, and quality. Many governments also provide skills or experience certification, which in some countries is provided through work-based training and assessment.
4. Employment incentives[3]	**4.1** Recruitment incentives **4.2** Employment maintenance incentives **4.3** Job rotation and job sharing	Employment subsidies for recruitment or wage subsidies, often targeted at particular social groups. Can be paid to employers or employees directly, and can incorporate direct payments or tax or social security contributions.
5. Sheltered and supported employment and rehabilitation	**5.1** Sheltered and supported employment **5.2** Rehabilitation	Non-market employment opportunities, often provided to workers with disabilities who are supported permanently or for restricted periods to build work experience.[4]
6. Direct job creation	Direct job creation	Often includes public works programs (e.g., infrastructure), expansion of public sector employment, and stimulus to the private sector through contracts or creation of temporary work placement opportunities supported by employment subsidies. There is overlap with employment incentives.
7. Start-up incentives	Start-up Incentives	Support for entrepreneurship and small business start-up or growth.
8. Out-of-work income maintenance and support	**8.1** Full unemployment benefits 8.1.1. Unemployment insurance 8.1.2. Unemployment assistance **8.2** Partial unemployment benefits **8.3** Part-time unemployment benefits **8.4** Redundancy compensation **8.5** Bankruptcy compensation	Passive employment transfers. There is an overlap here between labor market policies and social protection. There are distinctions between contributory transfers (e.g., unemployment insurance) and non-contributory (often income-based) transfers (e.g., unemployment assistance) and between conditional transfers (e.g., usually requiring proof of active job search) and unconditional transfers. Some transfers may be conditional on sickness or disability.
9. Early retirement	**9.1** Conditional early retirement **9.2** Unconditional early retirement	Passive employment transfer for withdrawing from economic activity.

Sources: Lauringson and Lüske (2021); and European Commission (2013).
Note: Bold typeface denotes a service usually regarded as "active."

1 This is an addition to the Organisation for Economic Co-operation and Development/European Union categorization of labor market policies.
2 "Institutional training" refers to programs where most of the activity is spent in a training institution such as a training center, college etc., whereas "alternative training" refers to time split evenly between institutions and workplaces.
3 Category 3 was previously "Job rotation/sharing," but that is now reported in category 4.
4 The reference to people or workers "with disabilities" is used by the IDB in preference over the term "disabled workers," although this does not imply the use, or preference for, a health rather than social model of disability.

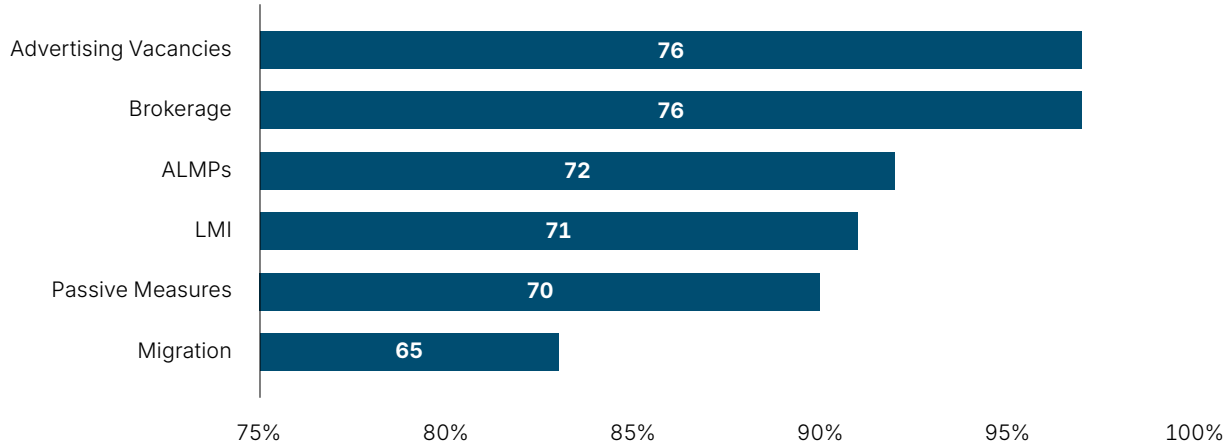
2.3 Public Employment Service Portfolios

2.3.1 Functional Responsibilities

As in previous World of Public Employment Services Surveys, respondents were asked which functions fall under the responsibility of the public employment service in their country[1] and whether the public employment services had a role in delivering them. Section 2.4 provides more detail on use of policy measures by public employment services.

Public employment services remain primarily focused on core matching functions, while also carrying broad policy responsibilities. Advertising vacancies, job brokering, and job placement are the most commonly reported functions (97%), followed by active labor market policies (ALMPs) (92%), labor market information (91%), and passive labor market policies (90%) — suggesting that public employment services increasingly combine matching with activation, information, and income-support functions. Labor migration is less commonly reported (83%), suggesting a more specialized function (Figure 2.1). Patterns were similar across income groups, although passive measures were less common in lower-middle-income and low-income countries.

FIGURE 2.1 FUNCTIONAL RESPONSIBILITIES OF PUBLIC EMPLOYMENT SERVICES, 2024

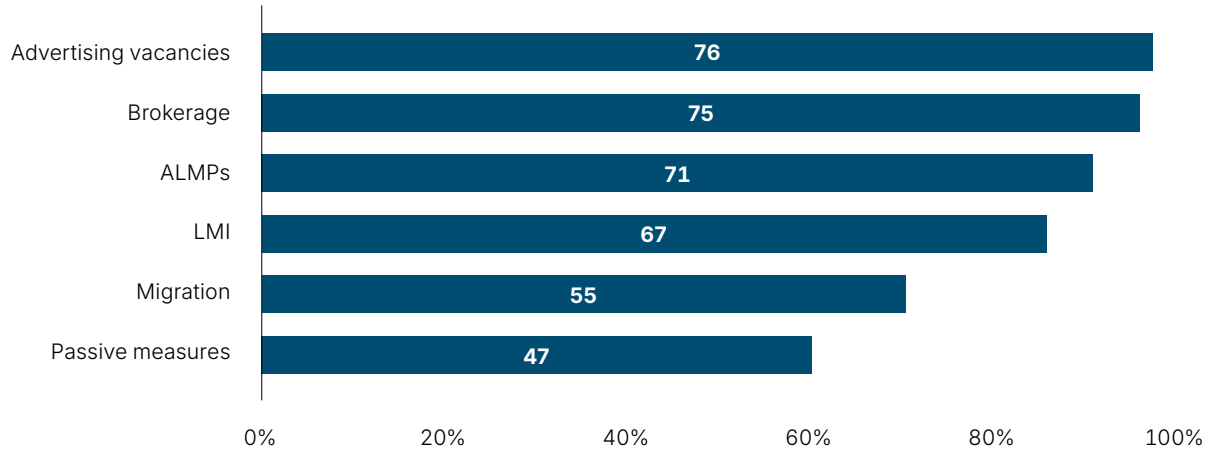


Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values. ALMPs: active labour market policies; LMI: labour market information.

1 "Country" includes semi-autonomous regions in the cases of Belgium and Canada. Belgium accounts for three cases and Canada accounts for two cases in the sample of 78 public employment services. This is appropriate because regional governments may determine wider services outside of public employment services, and those services are at least partly devolved in these instances. In the case of capacity measures, the three Belgian public employment services are consolidated in order to be consistent with the comparative analysis, and Canada is excluded due to lack of data.

However, the breadth of the public employment service responsibilities does not necessarily translate into a role in service provision. In practice, public employment services had a role in the delivery of a narrower set of functions than their formal mandate covers. Public employment services role is strongest in advertising vacancies (97%), job brokering, and job placement (96%), ALMPs (91%), and labor market information (86%), but lower for migration (71%) and especially passive labor market policies (60%) (Figure 2.2). This pattern suggests that, in more specialized or complex areas, public employment services often coordinate or refer clients rather than deliver them directly.

FIGURE 2.2 PUBLIC EMPLOYMENT SERVICE ROLE IN DELIVERY OF LABOR MARKET SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values. ALMPs: active labour market policies; LMI: labour market information.

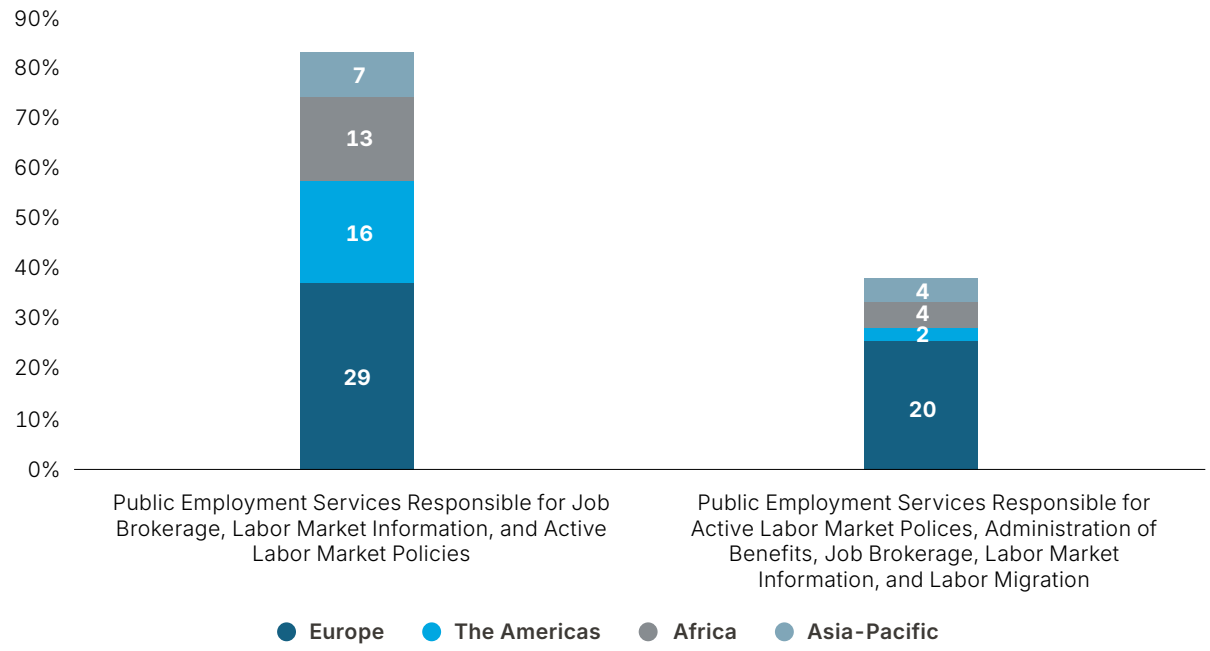
Among the public employment services that responded to the 2014 and 2024 surveys, results changed little, with a slight increase in ALMPs (90 to 91 percent), decrease in migration services (73 to 71 percent), and an increase in the role of public employment services in delivering passive measures (57 to 60 percent).

2.3.2 Service Integration

The first edition of *The World of Public Employment Services* measured service integration by reporting how many agencies combined services in their portfolios. This shows how public employment services bring together job brokerage, ALMPs, labor market information, benefits administration, and labor migration management in a system to meet the needs of job seekers and employers.

In 2014, 84 percent of public employment services provided three core services (job brokerage, labor market information, and ALMPs), but far fewer combined these with unemployment benefits or labor migration, and only 15 percent offered the full range. In 2024, 83 percent of public employment services offered the three "core" services (Figure 2.3). As in 2014, fewer combined these services with unemployment benefits and/or labor migration: 63 percent combined the three core services with labor migration, and 54 percent combined them with some role in delivering passive measures.

FIGURE 2.3 PUBLIC EMPLOYMENT SERVICES RESPONSIBLE FOR THE INTEGRATION OF DIFFERENT SERVICES, BY REGION, 2024



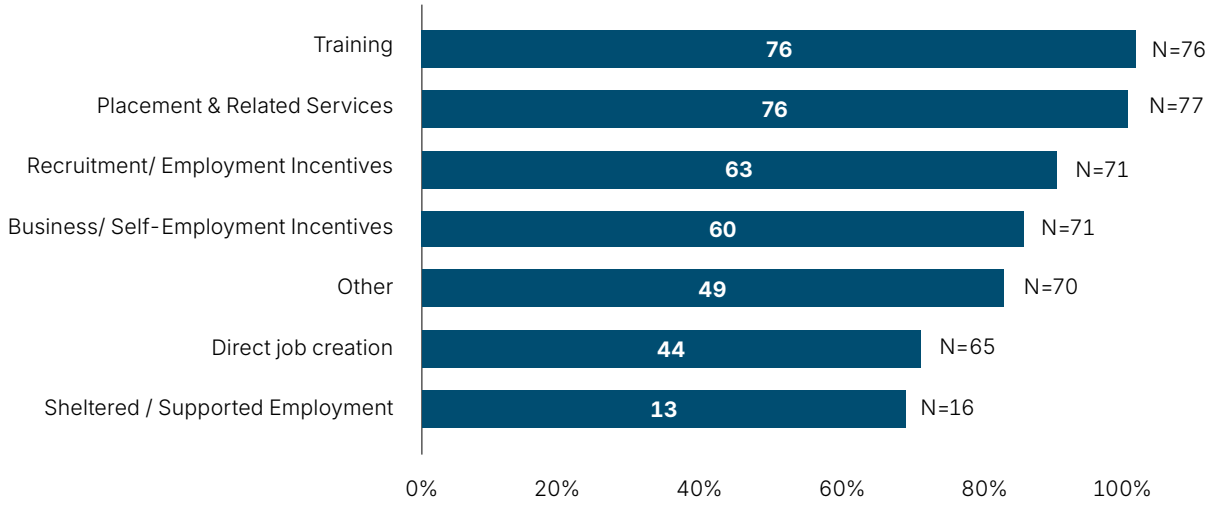
Source: World of PES Survey, 2024.
Note: N=78. Bar heights represent the percentage of public employment services corresponding to each category, while the figures displayed next to the bars indicate the absolute number of respondents for each region, excluding missing values.

2.4 Use of Policy Measures by Public Employment Services

2.4.1 Active Labor Market Policies

Approximately 91 percent of the public employment services that responded reported providing or coordinating ALMPs. Using the standard OECD/European Commission classification discussed above, the survey identified which active policies exist in each country, whether they involve public employment services or are delivered independently, and which job seeker groups are prioritized. Section 2.7.2 indicates whether services are delivered directly by the public employment service or contracted out. In 2024, more than 97 percent of public employment services reported that placement and related services or training were available to job seekers (whether delivered by public employment services or other providers), 89 percent recruitment or employment subsidies, and 85 percent business or self-employment incentives (Figure 2.4).

FIGURE 2.4 AVAILABILITY OF ACTIVE LABOR MARKET POLICIES FOR JOB SEEKERS, 2024



Source: World of PES Survey, 2024.
Note: Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown to the right of each bar.

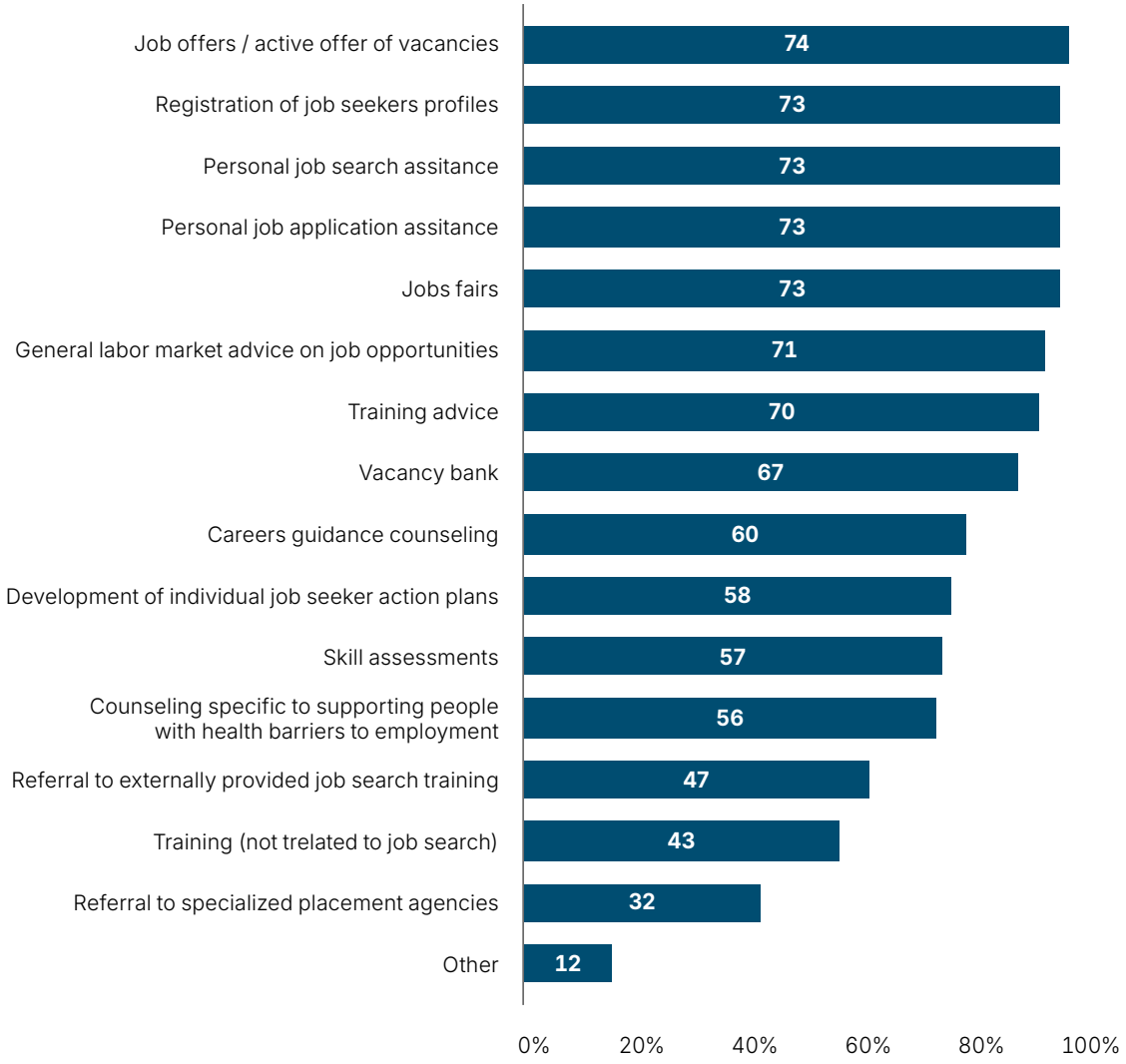
2.4.2 Placement Services for Job Seekers

In the literature on ALMPs, "Placement and related services" for job seekers is generally shown to be one of the most cost-effective ALMPs, generating small positive effects on individual employment chances at relatively low cost (Crépon and Van Den Berg, 2016; Vooren et al., 2019). However, this literature often does not distinguish between types of placement service and uses varied terminology (e.g., "intermediation," "brokerage," "services and sanctions," "job search assistance"). Interventions include advising on labor market and training opportunities, assisting job search, supporting or directly completing applications for job seekers, helping build confidence and social skills, and monitoring job search behavior. They operate by improving job search motivation, aligning aspirations with market opportunities, improving search behavior and application quality, and through a "threat" effect whereby potential scrutiny of job search activity induces people to search more effectively, take up employment, or come off conditional employment benefits to avoid sanctions.

In the context of the mega-trends outlined in Chapter 1, these services will be central to supporting labor mobility from declining to growing sectors and into jobs created by environmental and technological changes. They will also help older workers change careers and support transitions between work, training, and household responsibilities. Understanding what these services are and how they operate is therefore increasingly important.

The survey thus started with an expansive list of possible services and allowed respondents to add descriptions in the "other" category; Figure 2.5 summarizes these options and public employment service responses.

FIGURE 2.5 PLACEMENT AND RELATED SERVICES OFFERED TO JOB SEEKERS BY PUBLIC EMPLOYMENT SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=77. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

The most prevalent services are the registration of job seeker profiles/CVs, personal job search and application assistance, job fairs, and job offers/active offers of vacancies, all reported by 95 percent or more of the public employment service that responded. General labor market advice (92 percent) and training advice (91 percent) are also common, as are career guidance counseling (78 percent), individual job seeker action plans (75 percent), skill assessments (74 percent),

and counseling for those with health barriers to employment (73 percent). Less frequent are referrals to job search training (61 percent), training not related to job search (56 percent), and referrals to specialized placement agencies (42 percent).

Comparisons with the earlier World of Public Employment Services Survey are limited because its questions were less specific, but similar shares of public employment services now offer personal job search assistance and referrals to external specialized support as in 2014, while job seeker action planning has become more prominent. Differences by country income group or world region are small: job seeker action plans are more common in Europe and high-income countries, likely reflecting stronger links between public employment services and conditionality testing for unemployment benefits, and public employment services in Europe, North America, and Oceania are more likely to offer all the placement and related services asked about.

2.4.3 Profiling

Job seeker profiling has attracted increasing interest in recent years because it can target interventions more effectively, reduce assessment and allocation costs, focus resources on those needing the most help, and limit spending on those who can help themselves.

Barnes et al. (2015) and Desiere, Langenbucher, and Struyven (2019) identify four main types of profiling:

(1) Statistical profiling uses administrative data to group job seekers by their likelihood of finding work and is used in Australia, the Netherlands, and the United States.
(2) Rules-based profiling assigns job seekers to groups based on fixed criteria, such as unemployment duration or demographic factors, and is used in Flanders, Belgium, among others.
(3) Soft profiling combines various inputs, including caseworker discretion and psychological screening, to allocate job seekers to different groups and services.
(4) Case-worker profiling relies on employment counselors' subjective judgment and is used in several OECD countries.

In practice, approaches are often hybrid and have evolved over time, with some countries adopting and later discarding systems. In the United States, the Worker Profiling and Reemployment Services system represented an early and influential application of statistical profiling, using administrative data to target reemployment services toward unemployment insurance claimants most at risk of exhausting their benefits (Eberts, O'Leary, and Wandner, 2002). Advances in Big Data and digital tools have further transformed profiling, making it a rapidly evolving area of public employment service practice (Considine et al., 2022). Profiling can be combined with

digitalization to achieve personalization and differentiation of services (Pieterson, 2019). At the same time, there are concerns that it may reduce services for some user groups, generate inappropriate outcomes and gaming (Fletcher and Wright, 2018),[2] and create bias or discrimination in algorithms (Desiere and Struyven, 2021; van Landeghem, Desiere, and Struyven, 2021). Evidence on effectiveness remains unclear, although well-designed systems should, in theory, be able to overcome these potential negative aspects.

In the 2024 survey, 73 percent of public employment services reported using some form of profiling, down from 76 percent of repeat respondents, but up from 60 percent overall in 2014, indicating overall growth in its use. Previous research by the International Labour Organization (ILO) suggests that high-income countries are more likely to employ profiling and to use statistical methods, probably because they have more developed data systems, whereas lower-income countries rely more on caseworker discretion. The survey sample indicates that profiling is widely used in all world regions except Latin America and the Caribbean, where only around 60 percent of public employment services reported any form of profiling, and it was also less prominent in low-income countries. Given the small samples and the wide variation in practice, survey answers are likely to reflect both informal, highly variable profiling by individual staff and formal, rules-based systems. Globally, the most prevalent forms are computerized statistical models that predict job seekers' chances of labor market entry, used by about a third of respondents, with about half of these indicating that staff can override automated outcomes. The next most prominent approach is soft profiling based on staff judgement, while other forms are far less common.

2.4.4 Identification of Priority Groups

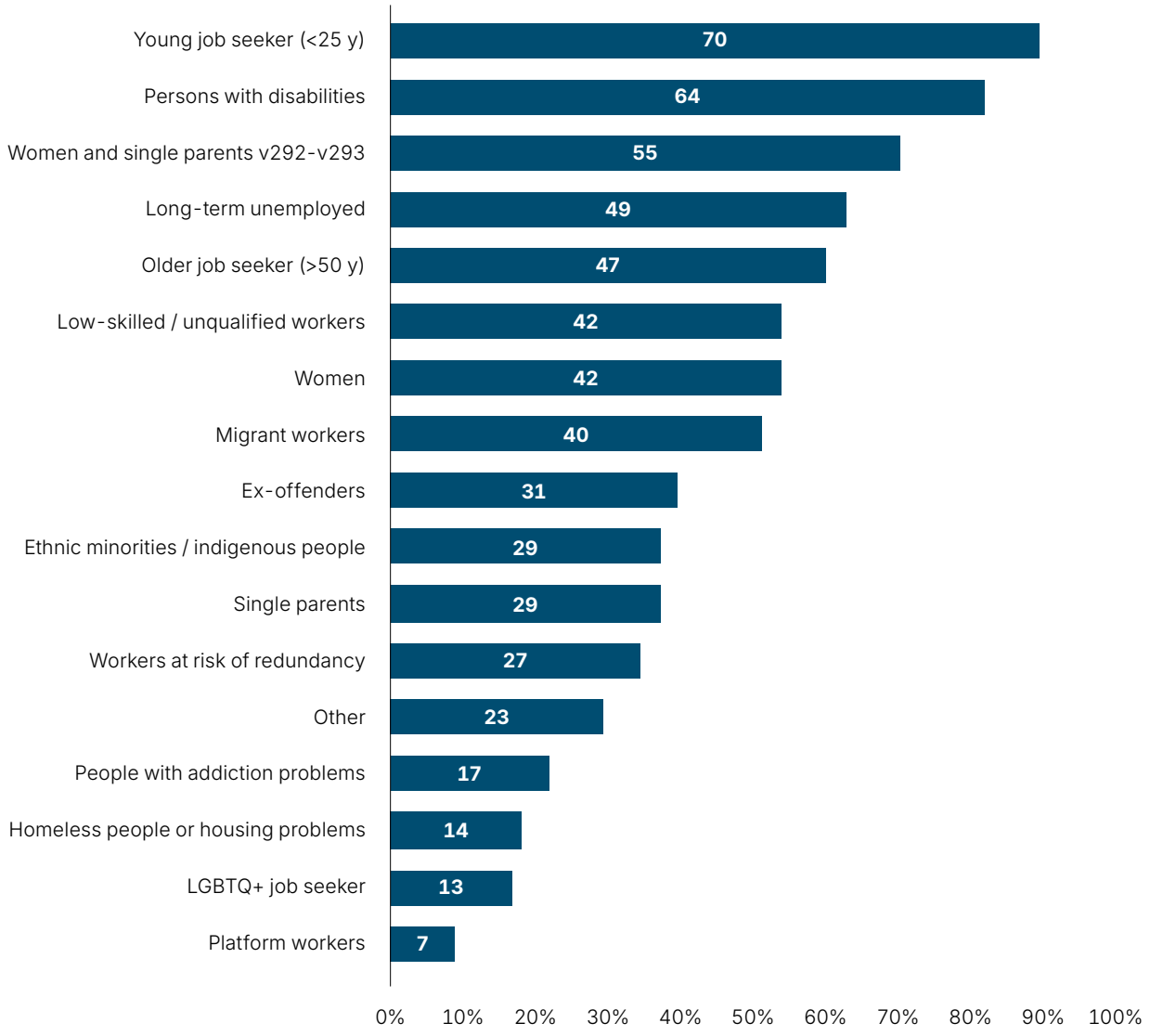
Profiling can help public employment services identify which job seeker groups to prioritize, in some cases supporting policy commitments to disadvantaged populations or broader goals such as support to workers displaced by shocks. The survey asked which groups—such as younger or older job seekers, ex-offenders, the long-term unemployed, and others—are deemed as priority groups and receive additional or rapid access to services (Figure 2.6).

Globally, the most common priority groups are young job seekers under 25 (90 percent) and people with disabilities (82 percent), followed by long-term unemployed individuals (63 percent) and older job seekers over 50 (60 percent). Women and low-skilled/unqualified workers are prioritized in 54 percent of cases, migrant workers in 51 percent, single parents and ethnic

2 Refers to the use of profiling to ensure that the easiest-to-place job seekers are prioritized ("cream skimming"), while those who actually require help but may be harder to place are de-prioritized ("parking").

minorities/Indigenous people in 37 percent each, and ex-offenders in 40 percent. People with addiction problems (22 percent), the homeless (18 percent), LGBTQ+ job seekers (17 percent), and platform workers (9 percent) receive the least focus.

FIGURE 2.6 PRIORITY GROUPS IN PUBLIC EMPLOYMENT SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

Across all income groups, fewer than 50 percent of respondents said that workers at risk of redundancy were a priority, and in no case were platform workers a priority for more than 17 percent of public employment services, despite their insecurity. These patterns suggest that public employment services could do more to respond to technological and structural change.

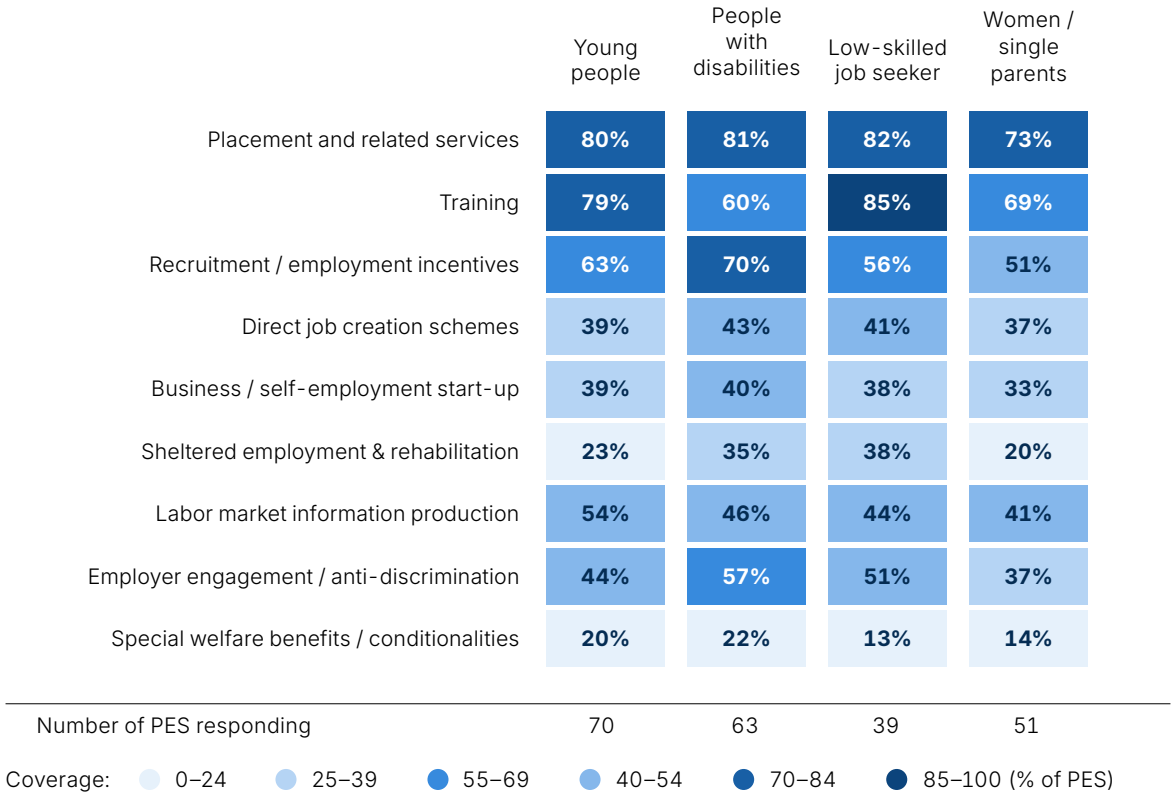
Regional patterns are similar: young people and people with disabilities are priorities everywhere. Older workers, long-term unemployed individuals, low-skilled job seekers, ex-offenders, and workers at risk receive more priority in Europe, perhaps reflecting generous welfare regimes, while women are a prominent concern in Africa and Latin America and the Caribbean, and migrants receive similar prioritization. Low priority for homeless people, LGBTQ+ people, platform workers and those with addiction problems highlights the need to better support vulnerable or severely excluded groups.

2.4.5 Specialized Services for Priority Groups

Where public employment services identify priority groups, they may offer faster access to general services and/or tailored support to address specific barriers (e.g., confidence-building and work experience for young people, childcare-compatible employment support or group business start-up programs for women with young children, supported employment for people with disabilities or ex-offenders) (Nunn, 2024).

Where public employment services identify priority groups, they also reported which services they offer to them (for a limited set). Figure 2.7 summarizes services for the main priority groups and compares them with services offered overall. Priority groups are more likely to receive incentives or benefit from job creation schemes. Other reported services include basic education for young people (39 percent), persons with disabilities (44 percent), and low-skill or unqualified job seekers (36 percent), as well as childcare support for women or single parents (36 percent). Respondents also noted that priority groups often receive tailored delivery—for example, services delivered by staff trained to provide specialized guidance, advice, or training—and, in some cases, faster access to services.

FIGURE 2.7 PUBLIC EMPLOYMENT SERVICES OFFERED TO SELECTED PRIORITY GROUPS, 2024



Source: World of PES Survey, 2024.
Note: Percentages and figures displayed within the boxes represent the share of public employment services corresponding to each category. The total number of respondents for each category (excluding missing values) is shown at the bottom of the figure.

2.4.6 Services for Employers

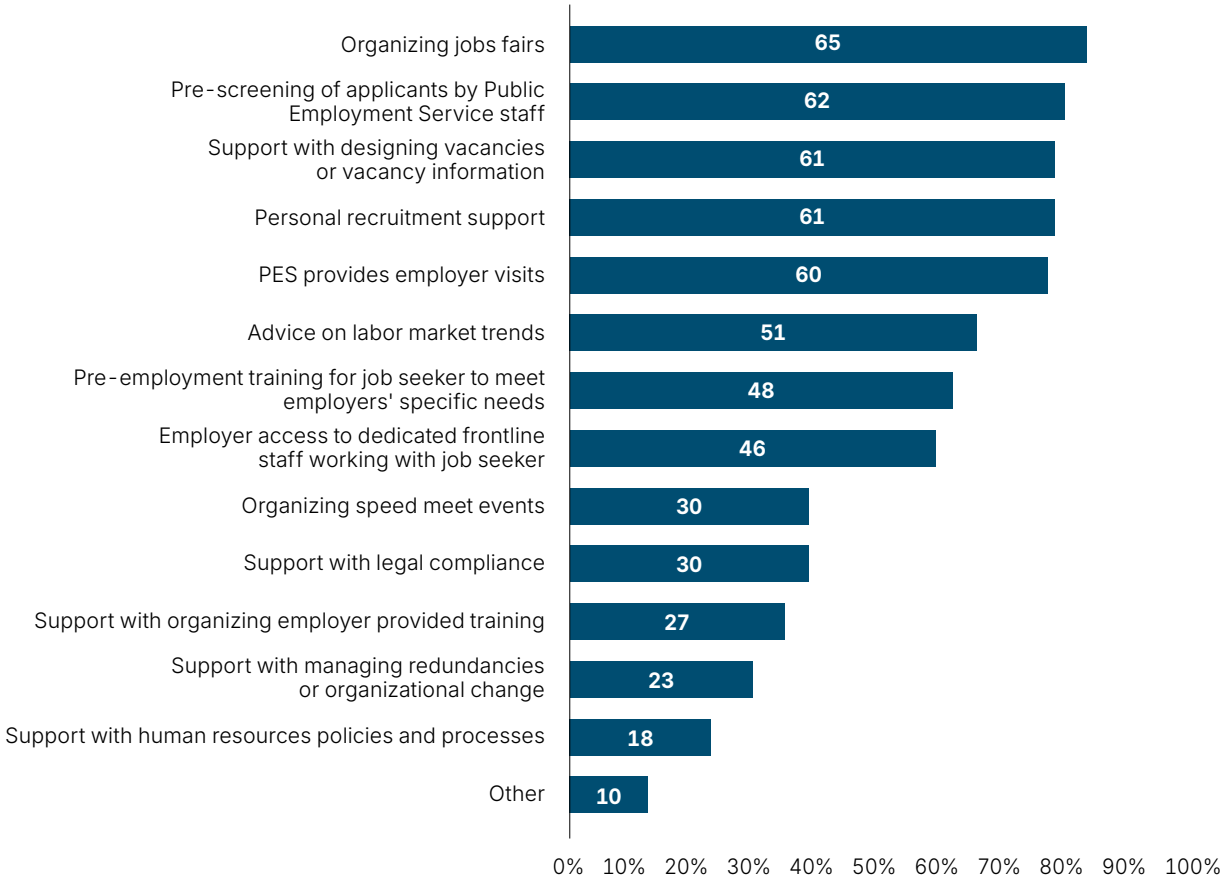
Employer engagement is a critical factor for effective employment services, yet it remains a challenge for public employment services and other ALMPs. Historically, employer services have been underrepresented in public employment services and ALMP effectiveness studies (Ingold and McGurk, 2023), but recent research is addressing this gap (Algan, Crépon, and Glover, 2020).

Just over a third of public employment services that responded to the survey reported that it is a legal requirement for employers to register vacancies with them. This appeared to be more frequent outside of Europe and the Americas and in lower-income countries. Figure 2.8 provides a breakdown of the services provided to employers, highlighting several patterns. The most common services include organizing job fairs (83 percent), pre-screening applicants (79 percent), providing personal recruitment support (78 percent), making visits to employers (77 percent), and supporting the design of vacancies or vacancy information (78 percent). Moderately com-

mon services include pre-employment training for job seekers tailored to employer needs (62 percent) and advice to employers on labor market trends (65 percent). Less common services relate to broader employer strategies and practices, such as support with legal compliance (38 percent), employer-provided training (35 percent), managing change (29 percent), and human resource policy support (23 percent). Overall, public employment services concentrate heavily on recruitment and job seeker preparation services, with less emphasis on legal or human-resources-related support for employers. Developing these services may help to broker enhanced employer engagement.

The survey found that 40 percent of public employment services that provided information indicated that they use an employer profiling system, though there was little detail offered on how these systems operate.

FIGURE 2.8 SERVICES TO EMPLOYERS PROVIDED BY PUBLIC EMPLOYMENT SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

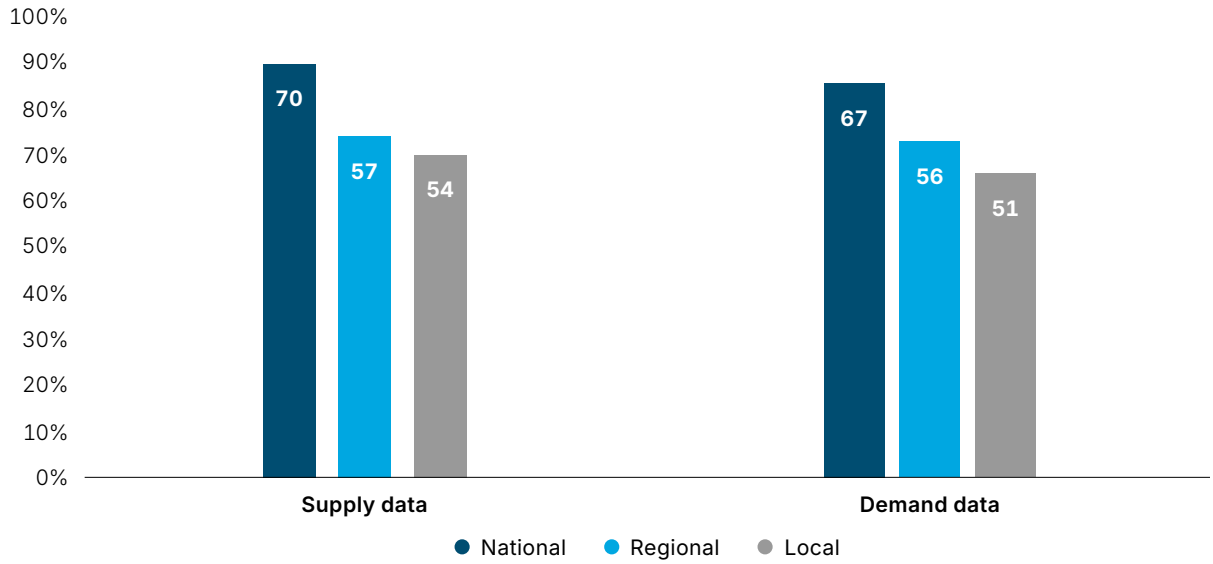
2.4.7 Labor Market Information

Information problems can undermine the operation of labor markets (Akerlof, 1970; Izquierdo and Izquierdo, 2007). Employers may not know what job seekers can do, which can make them hesitant to hire people they are unfamiliar with or those without recent experience. At the same time, many current and future job seekers—such as young people or people returning after a career break—may not have clear information about available opportunities or changing skill needs, which might 'compound' other inequalities (Farrall et al., 2022).

Labor market information (LMI) systems integrate data from multiple sources for the dual purposes of supporting the intermediation of supply and demand and informing policy design and implementation (Martín, 2011). Public production of LMI is one part of a possible response to labor market information problems (Sharpe and Qiao, 2006; Woods and O'Leary, 2006). High-quality and accessible LMI may also facilitate better-quality institutional responses across areas such as childcare provision to early education, basic education, training, career guidance, labor market regulation, and employment services. The role of public employment services in relation to LMI might extend from collecting and analyzing it, to improve the capacity of their own staff to provide accurate and timely labor market advice, to dissemination of this information in accessible and effective ways to job seekers and a range of other service providers to strengthen services for both job seekers and employers.

Reflecting the importance of LMI in the planning and delivery of employment services, the 2024 survey included more granular questions than in 2014, focused on access to LMI, direct collection of LMI, and the obtaining of LMI from other sources and then using it in a variety of ways. As shown in Figure 2.9, public employment services generally have greater access to both supply and demand data at a national level than at a local or regional level, where it is more useful for planning and tailoring services to meet job seeker and employer needs and to help promote better labor market matching. Nevertheless, 70 percent of public employment services reported that they have access to local supply-side data (e.g., employment and unemployment) and two-thirds reported access to demand-side data (e.g., employer recruitment patterns, vacancies). Comparing world regions, public employment services in Latin America and the Caribbean had noticeably lower levels of access to LMI, especially in relation to demand data and both supply and demand data below the national level.

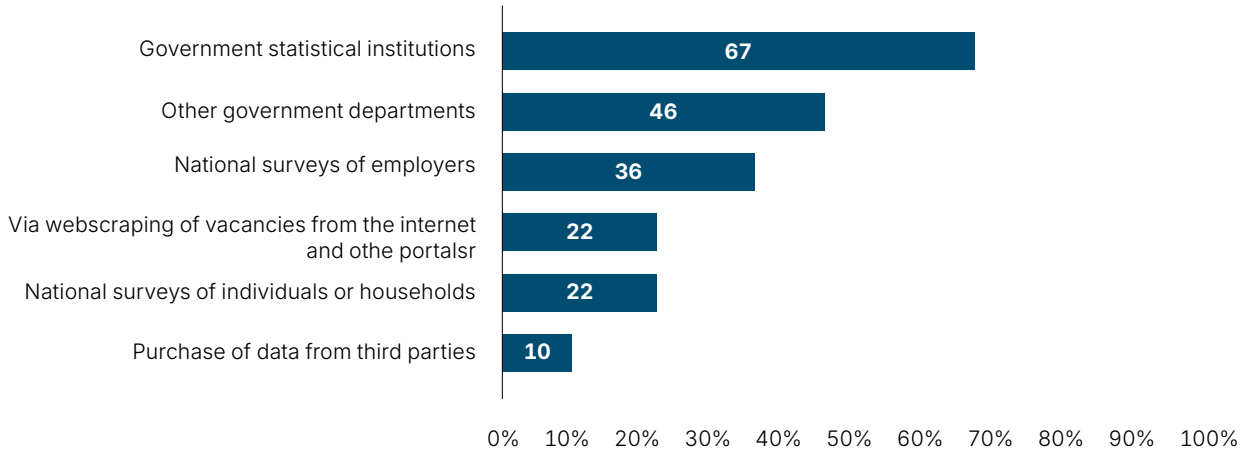
FIGURE 2.9 PUBLIC EMPLOYMENT SERVICE ACCESS TO LABOR MARKET INFORMATION, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar heights represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

The most prominent source of LMI for public employment services is government statistical agencies (86 percent) (Figure 2.10). However, nearly 30 percent of services report direct collection of supply-side LMI through surveys of households or individuals, and 46 percent report conducting employer surveys. In addition, 28 percent report accessing relatively new forms of demand-side LMI, such as web-scraping vacancy data from Internet advertising.

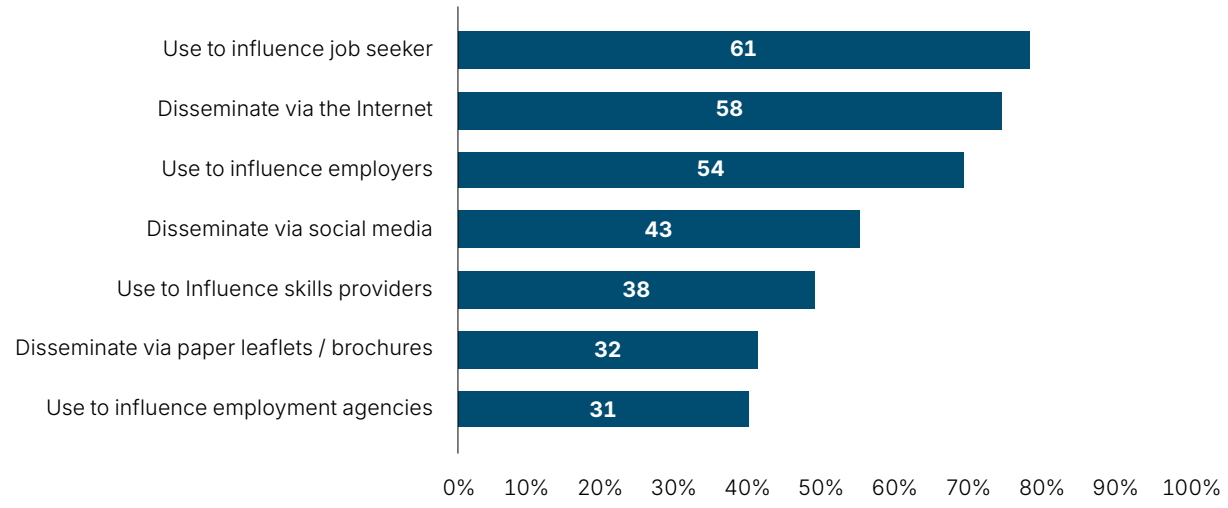
FIGURE 2.10 SOURCES OF LABOR MARKET INFORMATION USED BY PUBLIC EMPLOYMENT SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values

Figure 2.11 shows how public employment services use LMI data: 41 percent disseminate information through paper leaflets or brochures, 55 percent through social media, and 74 percent via the Internet. The most prominent use of LMI is to influence job seekers (78 percent), but nearly 70 percent of public employment services try to influence employers as well using LMI. Nearly half (49 percent) use LMI to influence skills providers, and 40 percent target employment agencies.

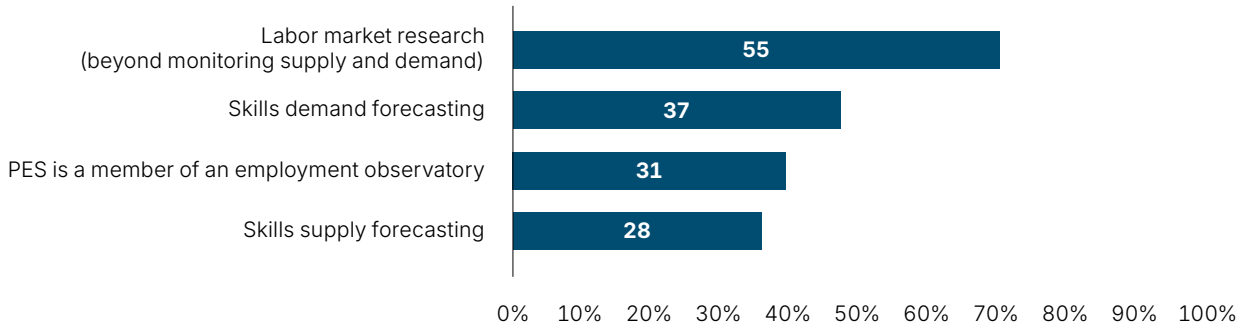
FIGURE 2.11 PUBLIC EMPLOYMENT SERVICES USE OF LABOR MARKET INFORMATION, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

Most public employment services (71 percent) use LMI to better understand the labor market in general (Figure 2.12). However, given that climate, demographic, and technological change, coupled with shifting patterns of global integration, are likely to lead to structural adjustments in most national labor markets over the next decade, it is surprising that less than half of public employment services are using LMI for skill-demand forecasting, and far less still use LMI to project future skill supply.

FIGURE 2.12 PUBLIC EMPLOYMENT SERVICES ANALYSIS OF LABOR MARKET INFORMATION, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

In 2014, 89 percent of all respondents reported collecting or disseminating LMI in some way, and 90 percent of those that also answered the 2024 survey reported doing so. In the 2024 survey, more than 96 percent of public employment services that also responded in 2014 reported some role in collecting or disseminating LMI. In addition, among those that also answered in 2014, 91 percent reported collecting LMI and 85 percent reported disseminating LMI in some way. Overall, this suggests that LMI remains important for public employment services and may have become slightly more prominent. This aligns with the need for these services to stay connected to, and help others understand, the rapidly changing labor market.

2.4.8 Labor Migration Services

Migrants tend to face additional challenges in the labor market (Auer, Bonoli, and Fossati, 2017; Bredgaard and Thomsen, 2018; Wiesbrock, 2011), including exclusion from formal work and poor matching between employment opportunities and their skills and experience. Several world regions have experienced new or changing migrant flows over the last decade, and further changes or increases in migration are expected in the future (IOM, 2024).

Migrant workers benefit from swift access to work permits, language support, information on rights and responsibilities at work, and arrangements to recognize qualifications, especially where occupational regulation is in place (European Commission, 2022; Marbach, Hainmueller, and Hangartner, 2018).[3] Effective public employment service support may require skill assessment and multilingual service provision. Migrants benefit from the same intermediation and access to training as other workers, although access to training may need to be amended to enable migrants to meet specific occupational regulations (Del Carpio Seker, and Yener, 2018). Barriers such as language, discrimination, or cultural differences may prevent migrants from accessing services (Auer and Fossati, 2020; Bonoli and Liechti, 2018).

Further aspects of public employment services that benefit migrants include integration with a range of other services (Brännström et al., 2018), high-quality initial skill assessment (Andersson Joona, Lanninger, and Sundström, 2016), intensive language support (Arendt, 2022; Lochmann, Rapoport, and Speciale, 2019), careful sequencing of language support with work-related training (Arendt and Bolvig, 2020), and workplace mentoring (Bagnoli and Estache, 2022). Attentiveness to cultural issues is also important in service design (Flechner et al., 2022; Nada, 2022). Reviews show that general ALMP services with additional elements can be effective (Battisti, Giesing, and Laurentsyeva, 2019; Bonoli and Liechti, 2018; Butschek and Walter, 2014; Cockx, Lechner, and Bollens, 2023). Reducing bias and discrimination among employers is also important (Fossati and Liechti, 2020), and public employment services can conduct education and awareness-raising campaigns or promote anti-discrimination legislation to achieve this.

As Figure 2.5 showed, in 2024, migrants were a priority for 40 percent of public employment services that answered the survey. Where migrants are a priority, the most frequently deployed services are placement and related services, training, and provision of LMI. Only around half of public employment services that prioritize migrants engage employers to reduce bias and discrimination. Despite the importance of language support, cultural integration, and mentoring, less than a quarter of public employment services that prioritize migrants offer this type of support, and only one public employment service reported working with other agencies such as housing providers. Beyond support for international migrants, some public employment services also facilitate domestic geographic mobility, for example through relocation incentives such as cash payments, housing assistance, or retraining support to encourage workers to move to areas with stronger labor demand. Chapter 5 offers further discussion of whether labor migration has become part of the responsibilities of public employment services and the services offered to migrants.

3 Occupational regulations vary from country to country but might include rules about what specific qualifications professionals in certain occupations must have prior to practicing. This might be in the form government legislation or sectoral bodies that regulate industries or occupations. Common examples include nurses or doctors, but this may also be the case in a wide range of other occupations.

2.4.9 Passive Labor Market Policies and Integration of Passive and Active Policies

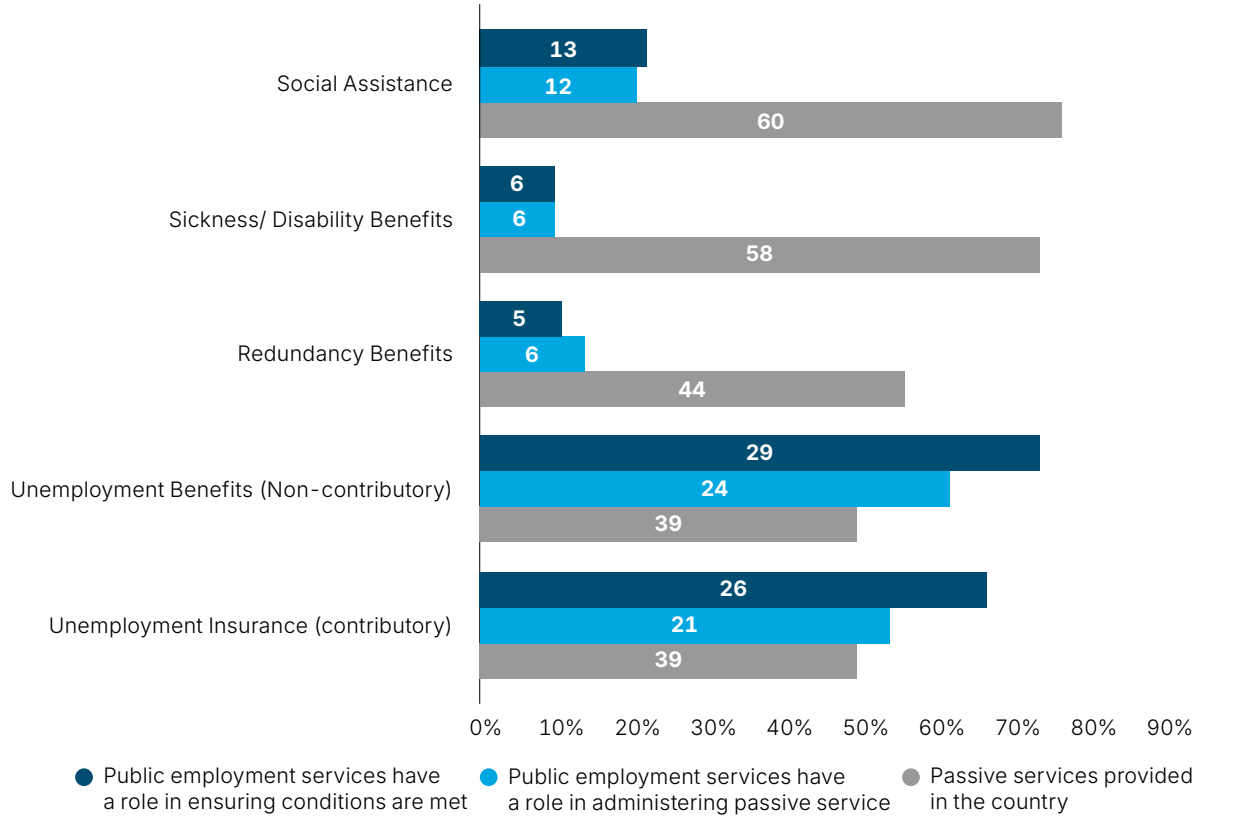
Once largely present only in high-income countries in Europe and North America, passive services have grown substantially worldwide over the last two decades, especially as a result of the spread of social assistance (cash transfer) programs designed to reduce poverty. More than 74 percent of respondents reported providing social assistance, and nearly 90 percent indicated at least one form of passive service. However, unemployment benefits or insurance are much less common (50 percent), and even where passive measures exist, public employment services often do not have a role in these services.

Evidence increasingly suggests that active and passive measures should be combined (Asenjo, Escudero, and Liepmann, 2022; Escudero et al., 2019; Pignatti and Belle, 2020), and that both work best together when well funded. Well-funded social protection can enable effective job search, while job search assistance need not push people into poor-quality work; public employment services are a key bridge between people in poverty and active job search in the formal economy, with referral to training or other ALMPs as pathways into formal employment.

As reported in Section 2.3.2, service integration increased between 2014 and 2024. However, only 37 percent of public employment services had any role in unemployment benefit/insurance schemes, and far fewer (17 percent) had any role in social assistance. Considering any public employment service role in administration or conditionality monitoring across all passive services, only 60 percent reported any role in passive services in 2024 (Figure 2.13).

Regionally, public employment services are much more involved in passive services in high-income countries, especially in Europe. In the 2024 sample, unemployment benefits and insurance were uncommon in lower-middle-income and low-income countries; accordingly, conditionality roles, found in two-thirds of high-income countries, were absent in these countries. Social assistance is more common in low-income countries, but public employment services play a limited role: less than a third had any role in high-income countries, and this was virtually absent in lower-middle-income and low-income countries. Even in high-income countries, this role is geographically concentrated in Europe.

FIGURE 2.13 SUMMARY OF SELECTED PASSIVE SERVICE RESPONSIBILITIES, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

Where direct comparison between the public employment services that responded both to the 2014 and 2024 surveys is possible, 57 percent had some kind of role in any passive measure in 2024 compared to 43 percent in 2014. While this suggests a growing role for public employment services in passive measures, further integration of employment services with passive programs remains a key opportunity for reform and modernization in the years ahead.

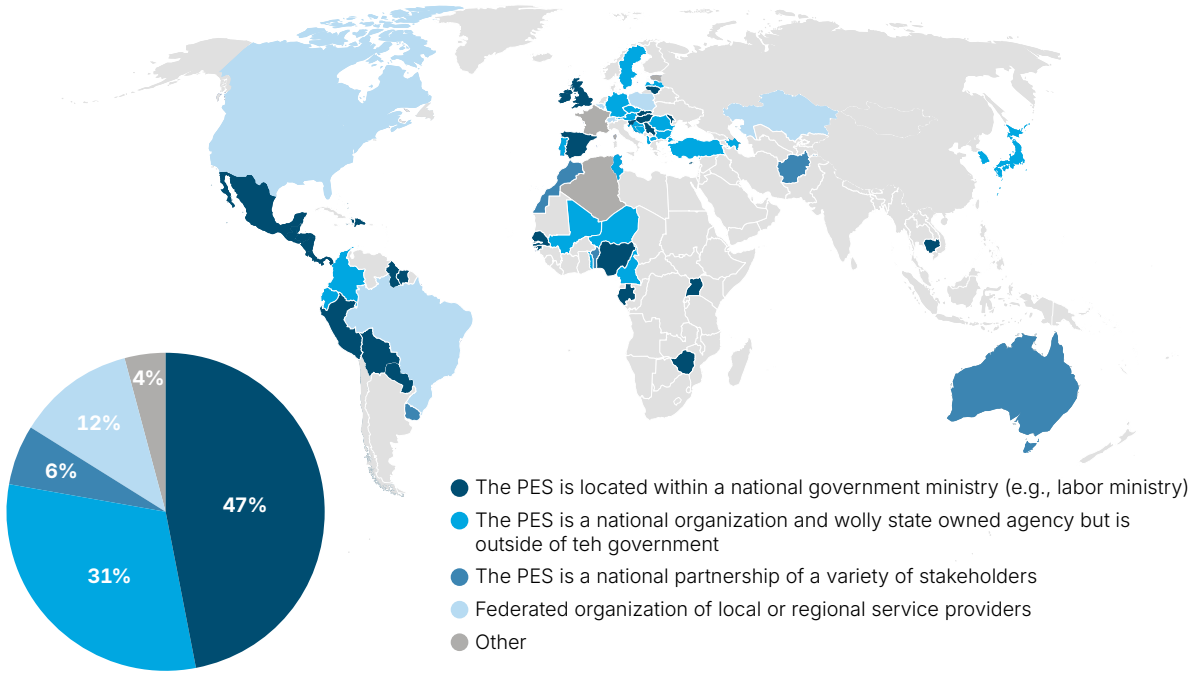
One area where better integration of passive measures has historically proven important is in coordinating unemployment compensation and pensions for older displaced workers. For example, during the post-communist transition in Central and Eastern Europe, many governments liberalized early retirement provisions to absorb rising unemployment, effectively using pension systems as a substitute for unemployment benefits (Fultz and Ruck, 2001). Similar dynamics have been observed elsewhere; in Spain, for instance, older displaced workers have traditionally exited the labor market permanently upon job loss, often treating unemployment benefits as a de facto early retirement scheme (OECD, 2025).

2.5 Governance and Organizational Structure

2.5.1 Organizational Structure and Degree of Autonomy

Public employment services are organized in different ways, and a key difference is how independent they are from the Labor Ministry. The 2024 survey is broadly consistent with 2014: 44 percent of responding public employment services were located within the Labor Ministry, 31 percent were public bodies located separately from any national ministry, 12 percent were a federated organization of local and regional service providers with some degree of national coordination, and 7 percent were a national partnership of varied stakeholders. Comparing the same public employment services that answered both the 2014 and 2024 surveys shows an increase in those hosted within a Labor Ministry (from 39 to 49 percent). Several public employment services (e.g., Canada and Australia) are hybrid organizations, with some functions provided and coordinated nationally and others delivered regionally or under contractual/market arrangements (Figure 2.14).

FIGURE 2.14 ORGANIZATIONAL STRUCTURES OF PUBLIC EMPLOYMENT SERVICES, 2024



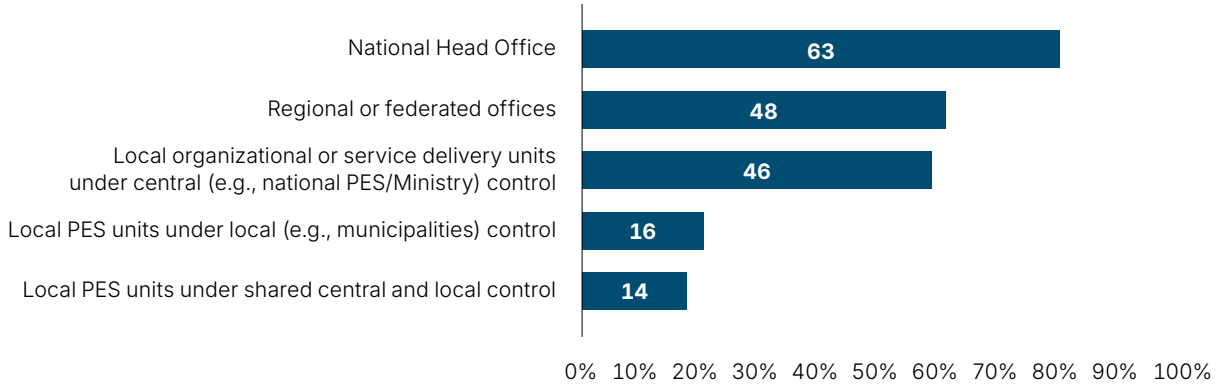
Source: World of PES Survey, 2024.
Note: N=78. Colors on the map indicate the organizational structure corresponding to each public employment service by country. Percentages displayed in the pie chart represent the global share of public employment services corresponding to each organizational structure category. PES: public employment services.

These patterns vary by world region. Public employment services in Latin America and the Caribbean were more likely to report being part of a Labor Ministry (83 percent of respondents), while in Europe a quasi- or semi-independent structure was more prominent (43 percent).

2.5.2 Organizational Levels and Degree of Decentralization

Public employment services were asked which levels were present in their organizational structure. As Figure 2.15 shows, 81 percent of the total sample reported a national head office, 62 percent regional or federated offices, and 59 percent local service delivery offices under central/national control. Some services are delivered locally through local authorities or municipal governments (21 percent), or under shared control between central and local authorities (18 percent).

FIGURE 2.15 ORGANIZATIONAL LEVELS OF PUBLIC EMPLOYMENT SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

2.5.3 Management Structure and Stakeholder Involvement

A key governance issue is the management structure, including whether management boards exist and what other mechanisms allow stakeholders to be involved. Many public employment services include social partners, and there is broad support for 'inclusive governance' (Cepiku and Mastrodascio, 2021; Davern, Nunn, and Scoppetta, 2021; Nunn, 2012, 2013). This model can include other central government departments or national agencies, regional or local governments, employers or employer associations, trade unions, and nongovernmental organizations (NGOs) that advocate for specific groups of job seekers. The idea is that diverse perspectives and interests can help identify and reduce unintended consequences and system manipulation

("gaming"), strengthen accountability, and encourage effective use of performance management information. This approach can also fill gaps in understanding user needs and help prevent services from being too focused on one group at the expense of others.

Stakeholder and user involvement is often handled through representative governance boards, but it can also take other forms. What matters most is that these arrangements fit the institutional and social context in which each public employment service operates.

2.5.4 Governance Boards

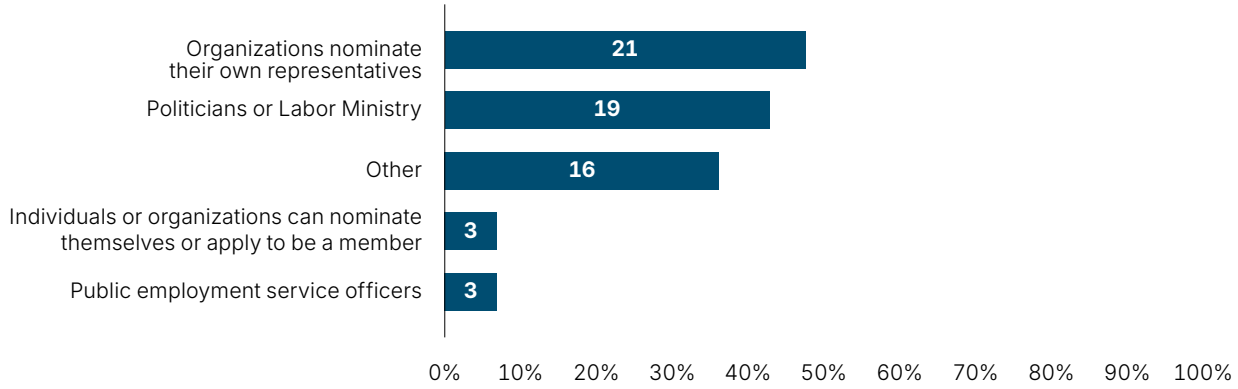
In 2024, 56 percent of public employment services reported having a governance board; among those answering both the 2014 and 2024 surveys, this increased from 53 to 61 percent.

As shown in Figure 2.16, appointments vary: in 43 percent of cases, members were at least partly appointed by the government or Ministry of Labor, while in 47 percent of cases external organizations could nominate representatives. Many public employment services use mixed appointment systems.

Boards are often tripartite, but participation of vulnerable groups remains limited. Employers and employer associations (82 percent) and trade unions (77 percent) are most commonly represented, followed by other government departments (32 percent). NGOs are rarely included; a small number include staff members and academics (Figure 2.17).

As in the 2014 survey, tripartite representation—bringing together employers, workers, and governments—remains more common in Europe and Africa than in Latin America and the Caribbean, and the 2024 survey suggests stakeholder influence outside government is much less significant.

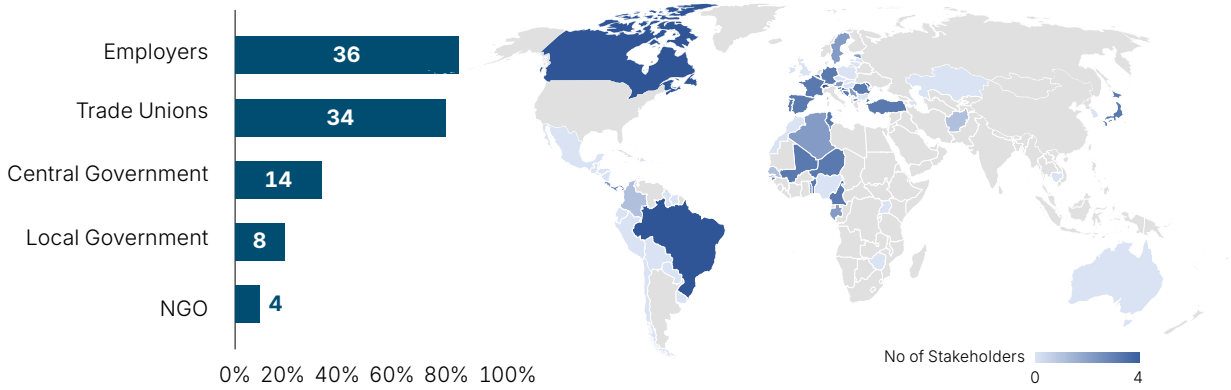
FIGURE 2.16 RESPONSIBILITY FOR THE APPOINTMENT OF PUBLIC EMPLOYMENT SERVICE GOVERNANCE BOARDS, 2024



Source: World of PES Survey, 2024.
Note: N=44. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

The 2014 survey asked public employment services how important governance boards were in their strategic operation, with significant importance noted in Europe and Africa. However, the more detailed data available in the 2024 survey suggest that even with stronger stakeholder involvement in governance and tripartite representation on governance boards, the role of stakeholders outside of government is much less significant. As public employment services evolve, it may be important to offer more significant influence to stakeholders outside of central government.

FIGURE 2.17 REPRESENTATION ON PUBLIC EMPLOYMENT SERVICE GOVERNANCE BOARDS, 2024



Source: World of PES Survey, 2024.
Note: N=44. Bar lengths represent the percentage of public employment services corresponding to each stakeholder category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values. Colors on the map represent the number of stakeholder groups represented on public employment service governance boards in each country (from 0 to 4). NGO: nongovernmental organization.

2.5.5 Stakeholder Engagement

Stakeholders can be involved beyond governance boards through consultative and informal arrangements. Public employment services have long worked in partnership with stakeholders (Weishaupt, 2011) and it remains important for coordinating multi-agency responses to complex labor market challenges, especially during a period of rapid change (Applica and Ismeri Europe, 2010; Davern, 2020; Davern, Nunn, and Scoppetta, 2021; Mobility Lab, 2011; Nunn, 2015; OECD LEED Forum on Partnerships and Local Development, 2006; Scoppetta, 2013; Weber, 2012).

Partnerships may be horizontal or vertical. Recent work for the European Commission (Davern, 2020) distinguished between four types of public employment service partnerships: (i) agile partnerships involving a short-term collaborative approach; (ii) subcontracted partnerships involving a vertical structure and formal contracts; (iii) xo-constructed partnerships involving network characteristics and shared objectives; and (iv) supportive partnerships, in which partners opt to support an initiative by signing an agreement to join a network committed to supporting an objective.

The involvement of service users and stakeholders, including but not limited to "social partners," can improve the quality of outcomes for service users. For example, in some countries, worker unions play an important role beyond consultation, administering unemployment compensation and reemployment programs. Such tripartite plus governance mechanisms—referred to here as inclusive governance—can be thought of as strategic governance partnerships.

Partnerships also vary in governance structure (Table 2.2). Hierarchical governance reflects traditional public service delivery. Market-based partnerships rely on contracts (principal-agent) and the price mechanism, whereas renegotiation can preserve flexibility, is subject to legal arbitrage, has relationships that remain purchaser-provider, and can possibly bring about conflict because values and motivations differ. Contractors are motivated by the scope for profit under the terms of the contract rather than the social, economic, or political objective of public institutions. Network forms of governance assume shared motivations between partners, working jointly, and sharing resources to achieve mutual goals. Lowndes and Skelcher (1998) argue that any one partnership may exhibit different modes of governance at different stages of its development.

TABLE 2.2 TYPOLOGY OF PARTNERSHIP GOVERNANCE STRUCTURES

	Hierarchy	Market	Network
Normative basis	Employment relationship	Contract/property rights	Complementary strengths
Means of communication	Routines	Prices	Relational
Methods of conflict resolution	Administrative fiat – supervision	Haggling/resort to legal arbitrage	Norm of reciprocity – reputational concerns
Degree of flexibility	Low	High	Medium
Amount of commitment among the parties	Medium	Low	High
Tone or climate	Formal, bureaucratic	Precision/suspicion	Open-ended, mutual benefits
Actor preferences	Dependent	Independent	Interdependent

Source: Adapted from Lowndes and Skelcher (1998) and Powell (2003).

In public employment services, partnerships may be strategic or operational (Table 2.3). Market governance can be strategic when private providers help set direction and monitor performance. Hierarchical strategic governance can involve vertical delivery with autonomy for subnational units in how to meet centrally set targets or performance agreements. Operational partnerships focus on service delivery but may use market, hierarchical, or network forms of governance (Table 2.3).

TABLE 2.3 TYPOLOGY OF PUBLIC EMPLOYMENT SERVICE PARTNERSHIPS

Form/Context → Purpose ↓	Market	Hierarchy	Network
Strategic Orientation	**Type A:** Coordination, planning of employment service aims, and service delivery by competitive contracting (quasi-markets).	**Type C:** Coordination, planning of service delivery by negotiation, agreements, and service-level agreements and informal arrangements, where objectives and parameters are decided by the national public employment service/ministry.	**Type E:** Coordination, planning of service delivery by negotiation, agreements, and service-level agreements and informal arrangements, where objectives and parameters of cooperation are decided by two or more partners, including those external to the Labor Ministry.
Operational/ Service Delivery Orientation	**Type B:** Competition for market-based provision of employment services, various contractual arrangements (pay for delivery, pay for results, voucher, etc.)	**Type D:** Delivery of employment services by the public employment service or other actors, most usually in the public sector, or where private actors act under license from the state, as directed by the central state	**Type F:** Coordination of multiple providers of employment and related services by different organizations in all sectors.

Source: Nunn (2015).

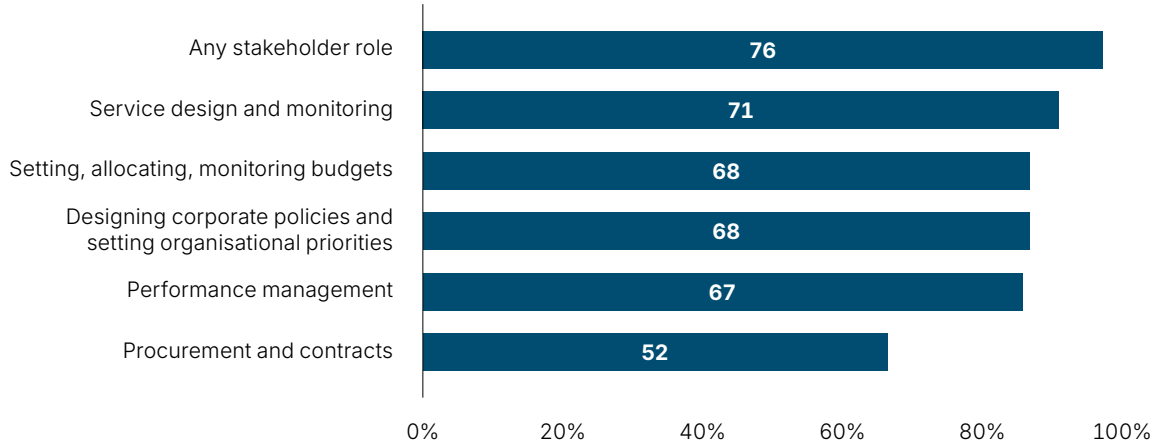
Network forms of partnership governance are especially important to bring multiple partners together around shared objectives. This is particularly suited to engaging labor market stakeholders in joint discussions on responses to insecurity, informality, and skill shortages. Nunn (2012) frames this as a mechanism to deliver "inclusive governance" as a driver of "inclusive growth," consistent with the European Union's "conducting" vision of public employment services.

The literature also suggests that partnerships should be regularly reviewed to ensure that they continue to meet initial (or changing) objectives. When effective, they can support more flexible, responsive, and efficient services by leveraging additional capacity and facilitating learning (Davern, 2020; Davern Nunn, and Scoppetta, 2021; Lindsay and McQuaid, 2009; McQuaid, 2010). However, partnerships can also divert resources from frontline delivery (Audit Commission, 1998), generate unhelpful competition (Audit Commission, 1998; OECD, 2008), and create service homogeneity (House of Commons Work and Pensions Committee, 2013; Van Berkel and van der Aa, 2005). Where partnerships reduce the public employment services' own role, they risk leaving a residual, less effective service by eroding institutional capacity, making further reductions more likely (Borghi and Van Berkel, 2007).

The 2024 survey asked public employment services how much stakeholders were involved in management tasks. Stakeholders included national government departments and public agencies, local or regional governments, employers and employer associations, trade unions, and NGOs. Management areas covered strategic management and priority-setting, budget management, performance management, service design and monitoring, and procurement and contract management.

Public employment services reported broad stakeholder involvement across these areas. Overall, 97 percent reported some stakeholder engagement in management: 87 percent in corporate policy design and priority-setting; 87 percent in setting, allocating, and monitoring budgets; 91 percent in service design and monitoring; 86 percent in performance management; and 67 percent in procurement decisions (Figure 2.18). Differences by region or income group were limited, except that involvement in procurement and contracting was generally lower in higher-income countries.

FIGURE 2.18 MANAGEMENT FUNCTIONS OF PUBLIC EMPLOYMENT SERVICES WITH STAKEHOLDER INVOLVEMENT, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

Despite widespread engagement, central government or national agencies dominate most categories, especially service design, budget setting and monitoring, performance targets, and management (Table 2.4). They also lead on designing services, setting priority groups and eligibility rules, and procurement decisions. Local or regional governments have moderate involvement, mainly in monitoring performance and defining local/regional targets, with less involvement in budget setting and corporate policy design. Employers and trade unions participate notably in performance monitoring and service delivery (both around 30 percent), but their roles fall below 20 percent in budget management and target setting. NGOs play a minimal role overall, with higher involvement in service design (26 percent) and defining priority groups (15 percent).

TABLE 2.4 STAKEHOLDER ROLES IN PUBLIC EMPLOYMENT SERVICE MANAGEMENT STRUCTURE, 2024

	Designing Corporate Policies	Setting Organizational Priorities	Setting Public Employment Services Budget	Allocating Subnational Budgets	Monitoring Budget Management	Setting National Targets	Setting Subnational Targets	Monitoring Performance	Designing Services	Taking Procurement Decisions	Setting Service Eligibility Rules	Defining Priority Groups	Monitoring Service Delivery	Managing External Contracts
Number of Respondents														
Other central government or national	50	44	55	40	54	51	39	51	57	33	46	51	47	33
Local or regional government	22	22	14	22	19	14	30	27	28	15	15	27	20	14
Employers or employee associations	27	25	13	10	14	20	18	27	28	7	10	22	19	6
Trade unions	25	20	15	10	15	18	19	26	26	5	9	18	20	5
Nongovernmental organizations	14	5	1	2	1	6	3	6	20	3	3	12	4	2
Don't know	1	3	2	5	4	4	4	3	0	4	4	1	2	5
Percent Share of Respondents														
Other central government or national agency	64%	56%	71%	51%	69%	65%	50%	65%	73%	42%	59%	65%	60%	42%
Local or regional government	28%	28%	18%	28%	24%	18%	38%	35%	36%	19%	19%	35%	26%	18%
Employers or employee associations	35%	32%	17%	13%	18%	26%	23%	35%	36%	9%	13%	28%	24%	8%
Trade unions	32%	26%	19%	13%	19%	23%	24%	33%	33%	6%	12%	23%	26%	6%
Nongovernmental organizations	18%	6%	1%	3%	1%	8%	4%	8%	26%	4%	4%	15%	5%	3%
Don't know	1%	4%	3%	6%	5%	5%	5%	4%	0%	5%	5%	1%	3%	6%

Source: World of PES Survey, 2024.
Note: N=78.

2.6 Public Employment Services Resources, Capacity, and Accessibility

Public employment services need adequate resources, especially as their roles expand. The survey collected information on budgets, staffing, and office numbers, but budget data were often incomplete or hard to compare because of currency conversion issues. This section therefore focuses mainly on offices and staff, using them as practical proxies for overall resources.

Resources are measured using two indicators: the number of offices and the number of staff. These are reported as total counts and as ratios to three measures of demand (population, job seekers, and the potential labor force), to better reflect service capacity. Office numbers are also compared with geographic distance as an indicator of accessibility.[4] The discussion first examines offices and then staff to compare resources, capacity, and accessibility.

The measures of capacity and accessibility are new and partly experimental and should be interpreted as illustrative. Including "potential job seekers," in line with ILO guidance, helps capture people who want to work but are classified as inactive. The data rely on ILO estimates for 2019 and have significant global gaps, so regional and income-group comparisons—especially where sample sizes are small—should be treated with caution. Confidence is higher for Europe and Latin America and the Caribbean, where survey coverage is stronger. Despite these limitations, the data reveal important differences in resources, capacity, and accessibility.

2.6.1 Offices

The number and types of offices operated by public employment services vary widely (Table 2.5). Of the 74 respondents, almost 30 percent reported fewer than 20 offices and a further 20 percent fewer than 50. Only 12 percent reported more than 300 offices. The median number of offices was 49.

4 Details on how these indicators are calculated are provided in the Appendix.

TABLE 2.5 TOTAL NUMBER OF PUBLIC EMPLOYMENT SERVICE OFFICES, 2024

Number of Offices	Number of Public Employment Services	Percentage
1-4	7	10%
5-9	1	1%
10-19	14	19%
20-49	15	20%
50-99	10	14%
100-299	18	24%
300+	9	12%
Total	74	100%

Source: World of PES Survey, 2024.
Note: N=74.

Comparing demand and resources highlights capacity challenges across contexts. Table 2.6 reports measures of resources and capacity. High-income countries have more offices and lower demand per office, and, across all measures, they show greater capacity:

- In high-income countries, there are 49,817 job seekers and an additional 31,095 potential job seekers for each office.
- In upper-middle-income countries, there are 9,170 job seekers and an additional 8,444 potential job seekers for each office.
- In lower-middle-income countries, there are 33,898 job seekers and an additional 19,138 potential job seekers for each office.
- In low-income countries, there are 111,216 job seekers and an additional 173,248 potential job seekers for each office.

While sizable gaps remain, upper-middle-income countries more closely resemble high-income countries than lower-middle-income countries in public employment service resources. Asia-Pacific has the lowest demand-to-capacity ratios by a considerable margin, whereas Africa faces the most acute challenges, with more than 70,819 job seekers and 89,362 potential job seekers on average per public employment service office, reflecting significant barriers to formal employment for many (active and would-be) job seekers.

TABLE 2.6 COMPARATIVE OFFICE RESOURCES AND CAPACITY, 2024

	Mean Office Numbers	Median Office Numbers	Job-Seekers- to-Office Ratio	Potential-Labor-Force- to-Office Ratio
High-income	213	110	49,817	31,095
Upper-middle Income	142	44	9,170	8,444
Lower-middle income	45	18	33,898	19,138
Low-income	17	11	111,216	173,248
Africa	59	16	70,819	89,362
Asia-Pacific	185	113	9,968	8,620
Europe	199	116	54,040	33,916
The Americas	121	24	13,044	10,993
Total	144	47	41,157	36,389

Source: World of PES Survey, 2024. Population is from World Bank, World Development Indicators SP.POP.TOTL (2024). Job seekers is from International Labour Organization, LU1 Unemployed 000s Age 15+ (2023). Potential Labor Force is from LU3 000s Age 15+ (2020). Data are rounded.
Note: N=71. In the cases of Belgium and Canada, results were consolidated across all public employment services operating within each country.

Change over time can be assessed for public employment services that provided complete answers in both the 2014 and 2024 surveys. Office numbers increased over the decade: in 2014 the range was 1 to 2,027, with a median of 44 (mean = 166), where as in 2024 the range was 1 to 991, with a median of 71 (mean = 166) (Table 2.7). Capacity-relative-to-job-seeker numbers also increased, as measured by the ratios using unemployed job seekers and the potential labor force.

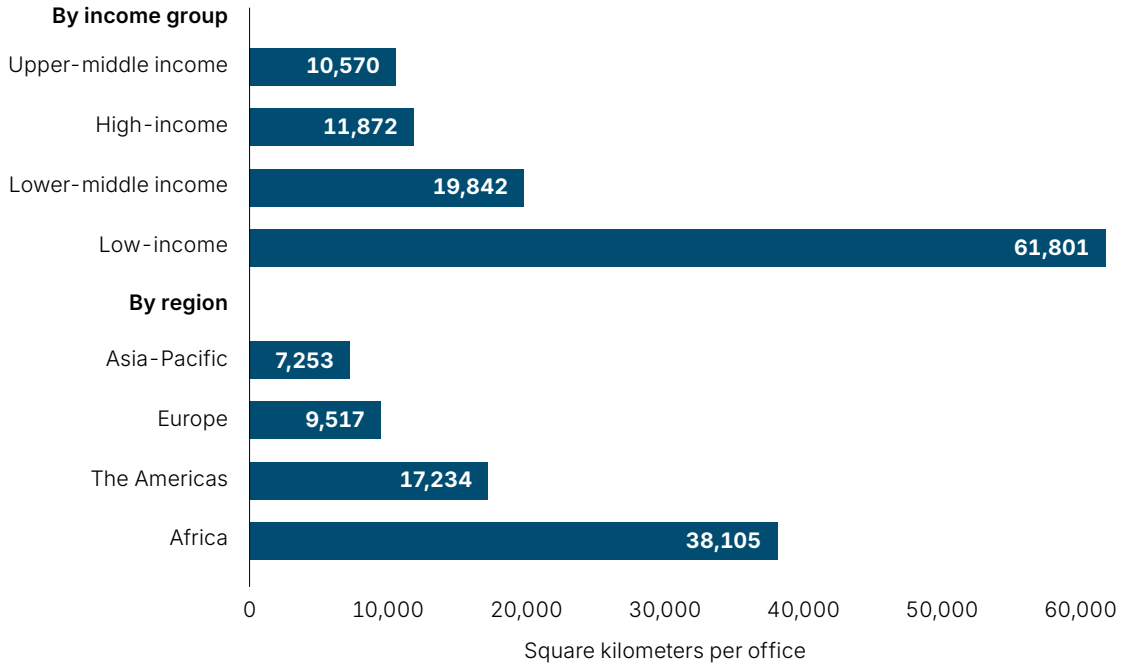
TABLE 2.7 NUMBER OF PUBLIC EMPLOYMENT SERVICE OFFICES, 2014 AND 2024

Category	2014	2024
1-4	5	5
5-9	4	1
10-19	6	6
20-49	8	10
50-99	3	4
100-299	14	13
300-999	4	7
1,000+	1	0
Total	45	46
Mean offices	166	166
Median offices	44	52
Minimum	1	1
Maximum	2,027	991

Source: World of PES Survey, 2024. Job seeker data are from International Labour Organization (ILO), Modelled Unemployment, Age 15+ 000s (2014 and 2024). Potential job seekers is from ILO, Modelled Potential Labor Force Age 15+ 000s (2014 and 2020). Data are rounded.
Note: The numbers are based on information from the total number of 46 public employment services for which there were values for both for 2014 and 2024. In the cases of Belgium and Canada, results were consolidated across all public employment services operating within each country.

Geographic scale also matters (Figure 2.19). On average, each public employment service office covers about 14,500 square kilometers, ranging from 7,253 square kilometers per office in Europe to over 38,000 in Africa. Offices are much closer together in high-income countries—nearly 10 times closer than in low-income countries—showing that higher-income countries not only have more offices but also offer better access for job seekers. Geographic constraints have also shaped how services are delivered, with physical and virtual one-stop shops emerging as important models for extending reach — particularly in areas with low population densities, such as those in the western United States, which were among the early adopters of automated telephone and online virtual services.

FIGURE 2.19 PUBLIC EMPLOYMENT SERVICE OFFICE ACCESSIBILITY RATIO, 2024



Source: World of PES Survey, 2024.
Note: N=71. Bar lengths represent the average number of square kilometers covered per public employment service office, disaggregated by income group and region. In the cases of Belgium and Canada, results were consolidated across all public employment services operating within each country.

2.6.2 Staff

Public employment service staffing levels vary substantially (Table 2.8). Just over 47 percent of services have fewer than 250 staff, and 28 percent have fewer than 100; more than 34 percent have more than 2,000 staff. The median staff number in 2024 was 172 (mean = 4,049).

TABLE 2.8 TOTAL PUBLIC EMPLOYMENT SERVICES STAFF, 2024

Number of Public Employment Services Staff	Number of Public Employment Services	Percent of Public Employment Services in the Survey
1 to 19	5	7.5%
20 to 49	6	9.0%
50 to 99	8	11.9%
100 to 249	13	19.4%
250 to 499	3	4.5%
500 to 1,999	9	13.4%
2,000 to 4,999	9	13.4%
5,000 to 9,999	6	9.0%
10,000 plus	8	11.9%
Total	67	100.0%
Missing	11	
Mean	4,891	
Median	368	

Source: World of PES Survey, 2024. Data are rounded.
Note: N=67. In the cases of Belgium and Canada, results were consolidated across all public employment services operating within each country.

These substantial differences in the number of staff between public employment services are further illuminated by Table 2.9, which shows differences by country income groups and world regions, including measures of comparative capacity.

TABLE 2.9 COMPARATIVE PUBLIC EMPLOYMENT SERVICE STAFF RESOURCES AND CAPACITY, 2024

	Mean Staff Numbers	Median Staff Numbers	Job-Seeker-to-Staff Ratio	Potential-Labor Force-to-Staff Ratio
Income Groups				
High-income	10,015	3,402	466	319
Upper-middle- income	1,175	194	2,574	2,098
Lower-middle- income	281	111	20,591	7,610
Low-income	82	80	6,953	15,951
World Regions				
Africa	262	101	19,529	11,127
Asia-Pacific	8,794	5,374	197	282
Europe	9,741	3,402	112	65
The Americas	339	56	3,454	3,153
Total	4,734	361	5,329	3,415

Source: World of PES Survey, 2024. Data are rounded.
Note: N=67. Staff number corresponds to the highest reported staff number. In the cases of Belgium and Canada, results were consolidated across all public employment services operating within each country.

Table 2.14 shows that public employment services in high-income countries are far better resourced than those in lower-income countries. Two summary measures are used: the median is the middle value when countries are ordered from lowest to highest, while the mean is the average. The mean is more affected by very high or very low values, whereas the median is less influenced by extremes and often better reflects a typical value. Thus, we observe that the median number of staff in high-income countries is just over 3,402 (mean = 10,015), compared to 80 in low-income countries (mean = 82). Also, public employment services in Latin America and the Caribbean have the lowest median staff resources at 56 (mean = 339), compared to 101 (mean = 262) in Africa and more than 3,400 (mean = 9,741) in Europe. Population density is also likely an important factor shaping staffing levels, with more densely populated areas typically supporting larger offices and higher staff concentrations, while sparsely populated regions may require more dispersed and smaller offices to maintain accessibility.

Capacity indicators further underline the point. In high-income countries, there are 466 job seekers plus an additional 319 potential job seekers for every staff member; in upper-middle-income countries, there are nearly 2,574 job seekers and a further 2,098 potential job seekers for every

staff member; in lower-middle-income countries, there are 20,591 job seekers and a further 7,610 potential job seekers for every staff member; and in low-income countries, there are 6,953 job seekers and a further 15,951 potential job seekers for every staff member.

On this measure, low-income countries show slightly higher estimated capacity than lower-middle-income countries because of smaller population sizes in the sample, not necessarily a larger resource base, and they still have just over 20,500 job seekers and potential job seekers per staff member. Lower-income countries also have a higher proportion of potential job seeker demand.

Across all regions and income groups, using the potential labor force measure significantly changes how demand is understood, especially outside Europe and high-income countries, where the share of potential job seekers increases as income levels fall. This reinforces that standard unemployment measures do not fully capture the demand pressures on public employment services. In higher-income countries with stronger passive welfare systems, job seekers have stronger incentives to register as unemployed and be counted formally. Where passive unemployment assistance or benefits are weaker, informality is more prevalent. This supports the ILO advice to use potential labor force measures more often when assessing capacity to deliver policy commitments. Counting potential job seekers also better reflects the complexity of demand, since transitions from incapacity or informal work may be harder to support than unemployed job seekers with recent formal-sector work histories.

Over time, the median staff size of public employment service staff resources fell by over 50% among those that answered both the 2014 and 2024 surveys (Table 2.10). This mainly reflects staff reductions in some large European public employment services, and in a small number of services elsewhere that made substantial proportional cuts. Overall, about half of public employment services with comparable data reduced staffing over the decade. In line with this, comparative capacity measures show a slight rise in the number of job seekers and potential job seekers per staff member, with the global balance shifting toward formally unemployed job seekers rather than potential job seekers.

These trends should be interpreted alongside the broader digital transformation of public employment services explored in Chapter 3. In this context, staff reductions in some services may also partly reflect efficiency gains from digitalization, as more services are delivered online and processes become automated. Additionally, digital transformation requires investment in new human resource capabilities — meaning that changes in overall staff numbers do not necessarily capture the full picture of how workforce composition is evolving.

TABLE 2.10 PUBLIC EMPLOYMENT SERVICES STAFF, 2014 VERSUS 2024

	Overall Staff, 2024	Overall Staff, 2014
1 to 19	3	3
20 to 49	4	6
50 to 99	7	7
100 to 249	9	5
250 to 499	2	3
500 to 1999	3	9
2,000 to 4,999	5	7
5,000 to 9,999	4	3
10,000 plus	5	3
Mean	6,075.275	4,979.152
Median	194	419
Minimum	1	7
Maximum	99,550	93,900
Job seekers to staff	2,374	2,080
Potential job seekers to staff	2,725	1,876
Population to staff	136,198	95,540

Source: World of PES Survey, 2024.
Note: N=44. Staff number corresponds to the highest reported staff number. In the cases of Belgium and Canada, results were consolidated across all public employment services operating within each country.

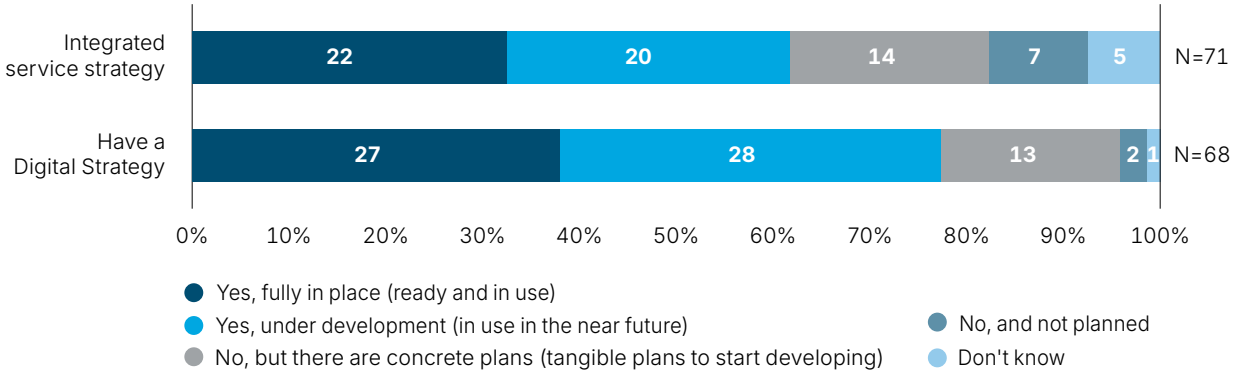
2.7 Service Delivery Strategies

2.7.1 Digital Infrastructure

Public employment services are responding to new technologies through digital transformation, increasingly integrating physical and virtual tools to improve service delivery for job seekers and employers. They are combining data infrastructure (creation, storage, and transmission) with technologies for processing and delivering digital services, and are experimenting with AI and new opportunities to integrate data systems to better understand effectiveness and improve service delivery.

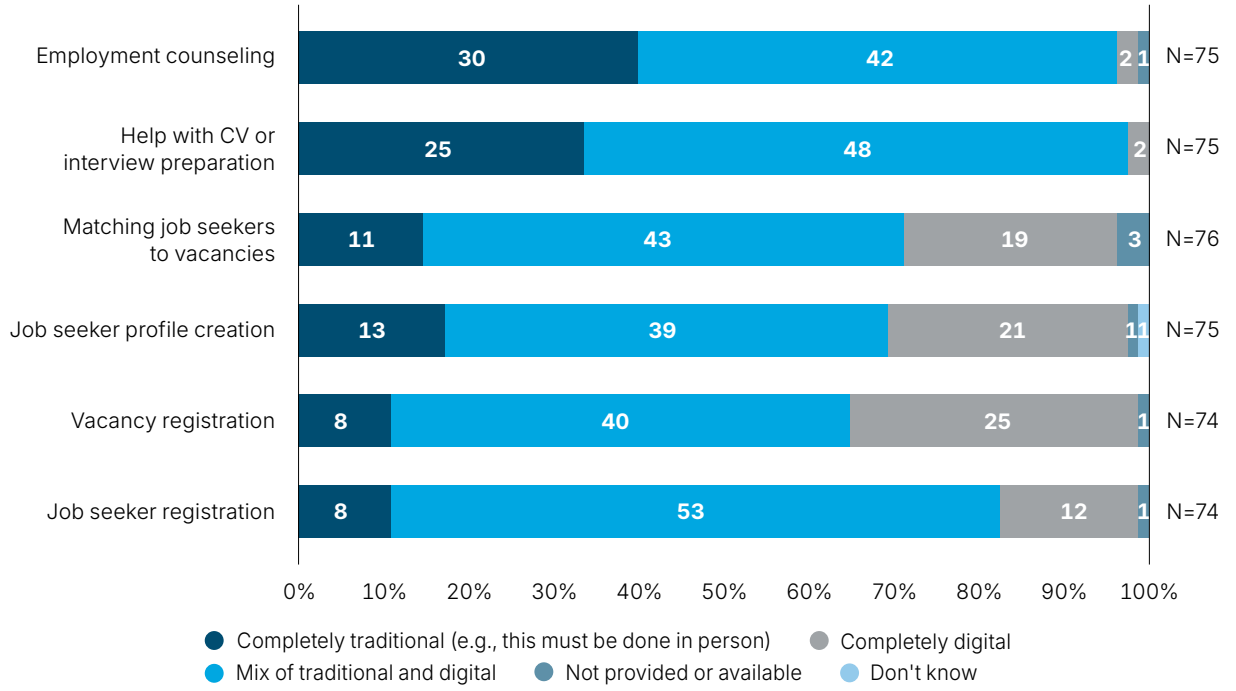
Many services have a digital strategy in place or under development (77 percent) and an integrated service strategy (62 percent) (Figure 2.20). Most now offer a broad range of services via digital channels—more than 57 percent provide core job seeker services (such as employment counseling or help with job applications) at least partly online; more than 80 percent offer job seeker registration; and more than 80 percent provide job seeker matching to vacancies at least partly online (Figure 2.21). Across these areas, many services remain in the process of change and modernization. Digital transformation was a thematic focus of the 2024 survey, and Chapter 3 further explores the status of digitalization and global service delivery trends.

FIGURE 2.20 PRESENCE OF DIGITAL STRATEGIES AND INTEGRATED SERVICE DELIVERY, 2024



Source: World of PES Survey, 2024.
Note: Bar lengths represent the percentage of public employment services corresponding to each response category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown to the right of each bar.

FIGURE 2.21 CHANNEL ACCESS BY TYPE OF SERVICE, 2024



Source: World of PES Survey, 2024.
Note: Bar lengths represent the percentage of public employment services corresponding to each response category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown to the right of each bar.

2.7.2 Partnerships in the Delivery of Active Labor Market Policies

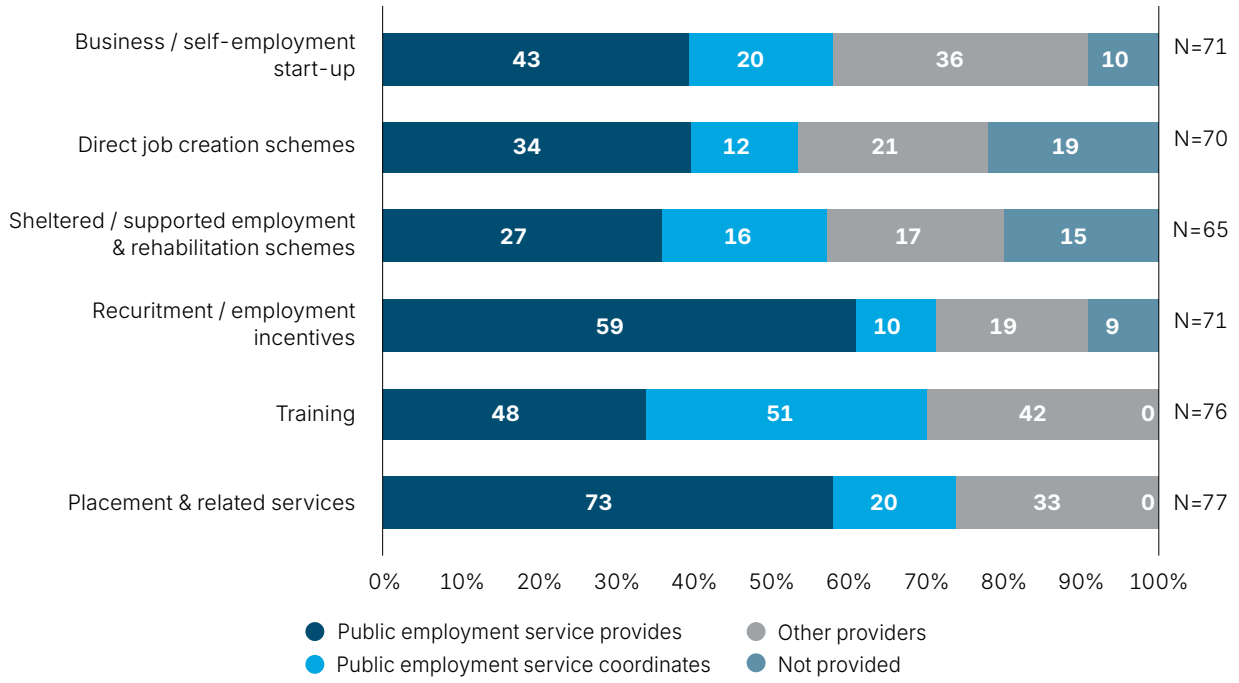
Section 2.2 described the most common ALMPs provided by public employment services worldwide. This section looks at how these ALMPs are delivered, focusing on partnerships and the use of providers outside the public employment service.

Beyond contracting out,[5] public employment services may collaborate with private providers (e.g., private recruitment or temporary work agencies), including collaboration on information-sharing. Such arrangements can increase access to vacancies, broaden opportunities for job seekers, and strengthen the reputation of public employment services among employers. However, there are risks where private agencies' practices do not align with the employment quality objectives of public employment agencies.

5 Public employment services have tried privatization approaches, including contracting out service delivery and using payment-by-results. Payment-by-results often uses a "black box" model, with small payments when someone is referred and later payments triggered by results (employment starts and then sustained employment beyond set time thresholds).

Figure 2.22 shows that the most prominent active measures are placement and related services, recruitment/employment incentives, training, business/self-employment incentives, and direct job creation, in that order. Nearly all public employment services provide placement and related services directly (95 percent), just over a quarter contract this service from other actors, and over 40 percent operate in contexts where they are not the only provider of placement services (i.e., they provide or coordinate alongside other independent providers). This pattern was broadly similar across world regions in 2024. Training provision was more mixed: 63 percent of public employment services provide training themselves, 67 percent coordinate training delivered by other providers, and around a third both provide and commission/coordinate training. Most operate in contexts with other training providers, and the overall pattern is broadly consistent across world regions, although training is less prominent in low-income countries.

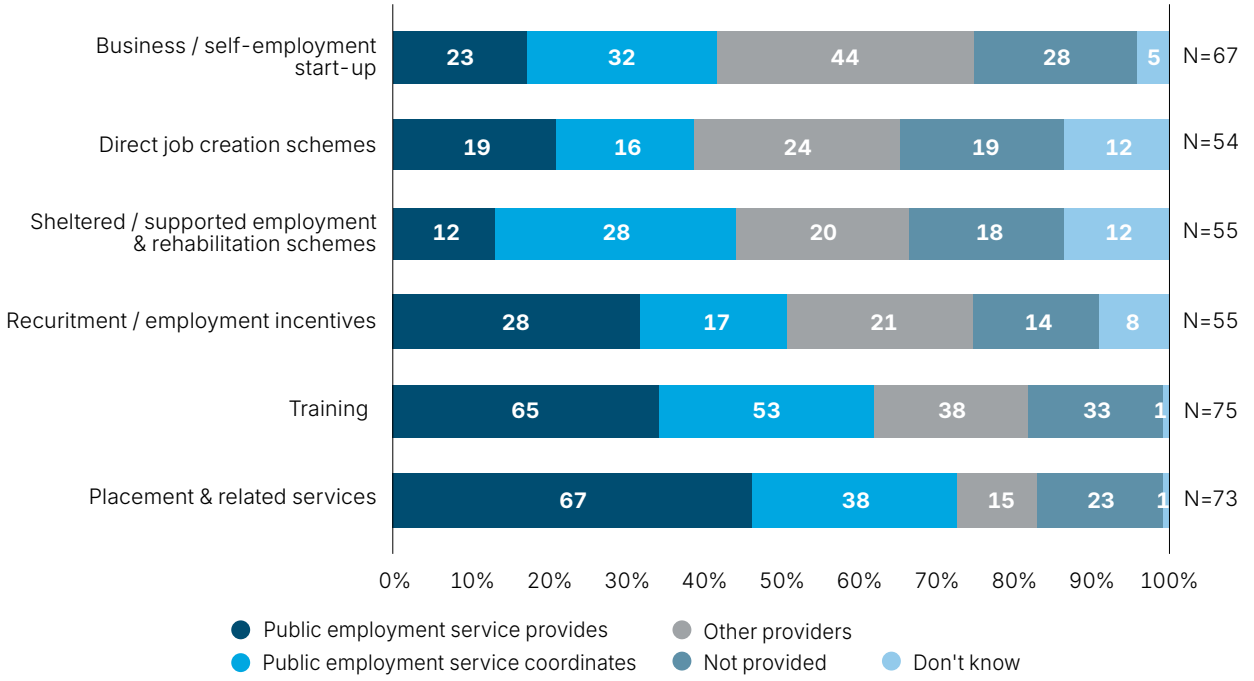
FIGURE 2.22 WAYS OF PROVIDING ACTIVE LABOR MARKET POLICIES, 2024



Source: World of PES Survey, 2024.
Note: Bar lengths represent the percentage of public employment services corresponding to each response category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown to the right of each bar.

Figure 2.23 summarizes which providers deliver active services beyond public employment services. For placement and related services, for-profit providers dominate (92 percent of cases), while NGOs provide services in 52 percent of cases. Other national public providers and local/regional governments contribute less (21 percent and 32 percent, respectively). For training, for-profits again dominate (87 percent), followed by NGOs (71 percent), with other national public providers and local/regional governments contributing 51 percent and 44 percent, respectively. Recruitment or employment incentives are more balanced (for-profits 51 percent, NGOs 31 percent, other national public providers 38 percent, local/regional governments 26 percent). For sheltered employment, NGOs play a larger role (51 percent), with other national public providers (36 percent) and local/regional governments (33 percent) also active, while for-profits contribute 22 percent. For direct job creation, for-profits and local/regional governments each contribute between a third and two-fifths of cases, while other national public providers are slightly more active (44 percent). For business/self-employment start-up incentives, other national public providers lead (66 percent), followed by NGOs (48 percent), local/regional governments (42 percent), and for-profits (34 percent). In summary, for-profits are most active in placement and training, other national public providers and NGOs are more involved in business and sheltered employment, and local/regional governments contribute modestly across most categories. Private providers are present almost universally across world regions. Local or regional government provision is less frequent in Europe and Asia than elsewhere (though present in most countries in each region), and NGOs and other national government providers are far less prominent in low-income countries. It is worth noting, however, that the effectiveness of these measures varies. In some contexts, direct job creation schemes may primarily defer rather than resolve unemployment, while the soft skills conveyed through work experience programs tend to benefit new labor market entrants more than other groups.

FIGURE 2.23 OTHER (NON-PUBLIC EMPLOYMENT SERVICE) PROVIDERS OF ACTIVE LABOR MARKET POLICIES, 2024

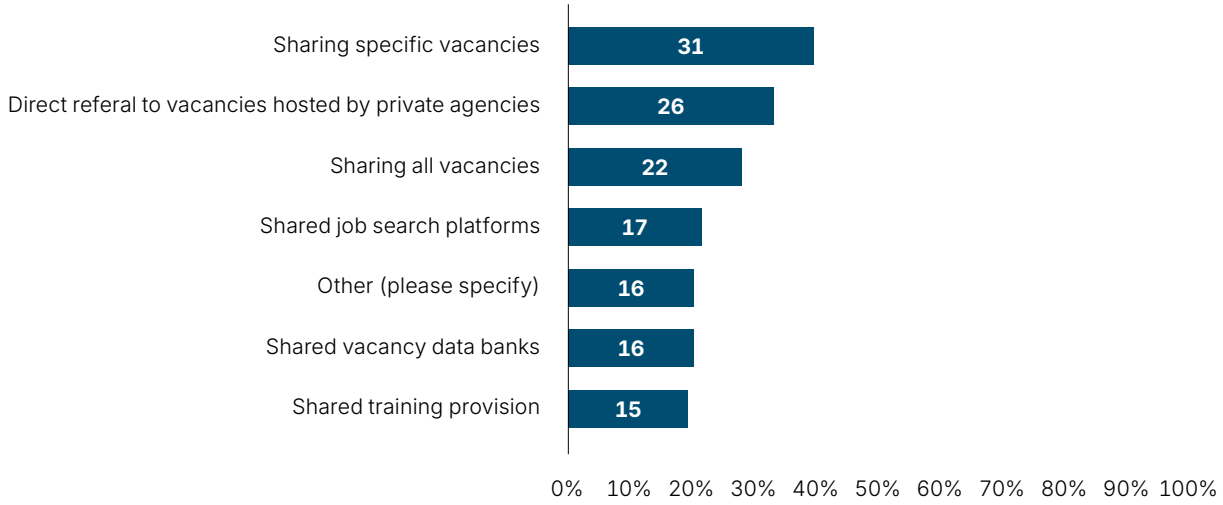


Source: World of PES Survey, 2024.
Note: Bar lengths represent the percentage of public employment services corresponding to each response category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown to the right of each bar. NGO: nongovernmental organization.

More than one in three public employment services reported using a payment-by-results model when they contract out services to other ALMP providers. Whether this delivers benefits depends on how contracts are designed and monitored. Evidence from high-income countries highlights the importance of competition among providers, clear minimum service standards, pricing that reflects differences across client groups, and strong accountability through ongoing monitoring and evaluation (Langenbucher and Vodopivec, 2022).

More than 90 percent of public employment services reported collaborating with private employment agencies. Figure 2.24 shows that the most common collaboration is sharing general information (60 percent), followed by sharing specific vacancies (40 percent). Sharing all vacancies is less frequent (28 percent), suggesting a preference for targeted vacancy-sharing. Direct referral to vacancies hosted by private agencies is also fairly common (26 cases; 33 percent). Shared job search platforms and vacancy data banks are less common (17 cases; 22 percent, and 16 cases; 21 percent, respectively), indicating limited reliance on shared digital infrastructure. Shared training provision is also relatively rare (15 cases; 19 percent).

FIGURE 2.24 PROFILE OF PUBLIC EMPLOYMENT SERVICE COLLABORATION WITH PRIVATE EMPLOYMENT AGENCIES, 2024



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

2.8 Conclusions

The comprehensive data presented in this chapter underscore at least 10 key conclusions and reflections on future development priorities of public employment services. The first key message from the World of PES 2024 Survey is that public employment services worldwide are expanding their service portfolio and moving toward greater integration of services for unemployed job seekers. Policy borrowing from richer countries might be one explanation for this. Most of the public employment services in the survey (90 percent) have a role in the delivery of job brokerage, advertising of vacancies, and ALMPs. In particular, there is a trend towards delivering a fuller range of services, a practice previously more common in high-income countries.

Second, however, the analysis of resources and capacity reveals a major challenge: public employment services in lower-income countries and possibly some upper-middle-income countries are attempting to deliver this range of services without adequate resources. This may result in important unmet demand, particularly among the potential workforce, which extends beyond those usually classified as "unemployed." The capacity ratios used in the analysis indicate that many countries face a high number of actual and potential job seekers per public employment service office and staff member, often compounded by large geographic distances. While the

use of digital technologies (Section 2.7.1; see also Chapter 3) may help alleviate some pressures, the overall picture suggests there are large, underserved populations in many parts of the world, even where public employment services "tick the box" of having a full range of services.

Third, insufficient resources and the need for greater outreach to the potential workforce are critical if public employment services want to fully contribute to tackling major challenges and responding to "mega-trends." These include formalizing employment, reducing poverty, and increasing economic growth in lower-income countries. Reaching more people, including those outside the registered unemployed, requires not only more offices and staff, but proactive outreach strategies to reach underserved populations. As Chapter 4 indicates, this significant policy challenge is likely to become even more pressing in promoting a "just transition" towards a more sustainable economy. In addition, addressing migration challenges—which are expected to intensify as a result of environmental shocks and the energy transition—will be crucial (Chapter 5).

Fourth, the increase in the use of passive measures (Section 2.4.9) presents a substantial opportunity. Over the last two decades, the expansion of social assistance programs in many middle- and low-income countries has altered the social policy landscape. Beyond conditionality checks in higher-income countries, linking employment services with cash and in-kind transfers to support entry into formal work—and help employers access better-skilled workers—remains underused. This matters because recent evidence shows that both active and passive labor market services work better when they are adequately resourced and integrated.

Fifth, many public employment services will require more adequate resources to meet their expanding service provision responsibilities. The challenge is not only one of scale, but of quality and personalization. The data analyzed in Section 2.4 indicate that more public employment services are interested in better personalizing their approach to tailor services to the specific needs and barriers of individual job seekers. However, important gaps remain, particularly in lower-income countries where caseload pressures limit the scope for individualized support. Overall, the data suggest that more work is needed in this area.

Sixth, some vulnerable social groups may not be adequately prioritized and do not benefit from specialized, targeted services provided by public employment services. For example, participation and pay gaps for women persist in most countries. In the years ahead, increasing female labor market participation is likely to a more pressing challenge in the context of adjusting to the energy transition, though this also presents a significant opportunity to promote inclusive and sustainable growth. Women were seen as a priority group for access to services by only around half of public employment services, suggesting considerable room for better targeting to deliver on commitments to international standards.

Similarly, while all public employment services must make choices about which groups to prioritize, the data suggest that many groups that could benefit from more support are not provided necessary services as often as might be expected in most countries. These groups include migrants, older workers, people in platform or insecure work, and those facing major barriers such as homelessness or addiction. These gaps were even more pressing when specialized services for priority groups were considered. Even groups more often marked as a priority, such as people with disabilities and younger job seekers, did not always have access to specialized services that might help them in the labor market. Increased engagement between public employment services and passive service (e.g., cash transfer) recipients is one means of improving service delivery for some of these groups. Engaging more successfully with marginalized groups again underlines the need for adequate resourcing.

Seventh, there is recognition in the wider ALMP literature that public employment services for employers have historically been under-provided and under-researched. The 2024 survey addresses this gap, and the results suggest that public employment services are expanding what they offer employers but still focus mainly on recruitment. Most services support employers, yet their support is largely limited to recruitment and preparing job seekers, with less attention to legal guidance or broader human resource support. Service development in these areas might help to broker enhanced employer engagement and increase take-up of recruitment services by improving their attractiveness to employers.

Eighth, better use of good-quality labor market information is likely to be increasingly important in addressing the types of challenges mapped out in Chapter 1. Artificial Intelligence, Big Data, and new analytical techniques offer considerable promise, especially for less-well-resourced public employment services for which careful targeting is likely to be key to maximizing effectiveness. Use of LMI was already important in public employment services in the 2014 survey, and its collection and dissemination has increased further according to the 2024 results. However, more work is needed to ensure that many public employment services have access to more granular demand-side data at the local level. More work is also needed for public employment services to engage in skill supply and demand forecasting, which may be beneficial, especially in the context of environmental shocks and the energy transition adaptation and mitigation. Overall, strengthening LMI for targeted services and improved effectiveness is the key trend, but gaps remain in access to granular skill-level and local-level data and in the use of forecasting tools.

Ninth, inclusive governance processes are key to public employment services ensuring that their services meet the needs of diverse and, especially, marginalized social groups, as well as employers. Globally, while the majority of public employment services engage traditional social partner stakeholders (e.g., employer associations and trade unions), the data suggest that engagement could be expanded in breadth and depth, including in terms of the type and

nature of influence social partners can have. Public employment services were much less engaged with stakeholders representing marginalized social groups, whom traditional stakeholders may not understand (e.g., trade unions are traditionally more engaged with people in formal employment than with excluded groups or precarious/informal sector workers who often lack collective organization and representation). The findings also suggest that, while general stakeholder engagement is high, stakeholder influence on finer-grained aspects of public employment service management, planning, and monitoring is less significant. Only just over half of public employment services have a governance board to facilitate such engagement, representing a core opportunity for those without this mechanism. Even where governance boards exist, there is scope to increase the engagement of NGOs and others representing groups not effectively represented by employers and trade unions. Outside governance boards, the most active stakeholders are central government actors. Overall, there appears to be considerable scope to increase openness to a wider range of stakeholders and to engage in co-production of services to improve effectiveness for marginalized social groups.

Finally, the data reported in Section 2.6 support an important conceptual and analytical conclusion about how services and resources should be conceptualized. The section examined a recent call by the ILO for public employment services to make better use of more fine-grained data on demand. The capacity measures used here, which include the "potential" labor force, support the ILO's view that this broader measure—combining unemployment, potential unemployment, and underemployment—gives a clearer picture of resourcing needs, even in high-income countries. The key practical point is that public employment services should assess demand and resource needs based on the wider potential labor force, not only on those who are officially unemployed, and that this assessment should include inactive people who want a job. While many statistical agencies already report people outside the labor force who want to work, this data is not yet routinely used by public employment services for planning and resource allocation. Having such a category more systematically embedded in public employment service planning frameworks would also help separate inactive people who might be activated from those who are not appropriate targets, such as people in education or training or those unable to work due to ill health.

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The World of Public Employment Services 2026

3

Getting Ready for the Future: Digital Maturity of Public Employment Services around the World

3.1 Introduction

Digitalization is rapidly developing in most societies, and the provision of public services around the world has been increasingly "organized through and around digital technologies," as described by Leonardi and Treem (2020, p. 1602). Technological developments are changing how people live, work, and interact. As a result, societies change. People are more mobile, more flexible in their behaviors, and more demanding in their information and communication (ICT) needs. Digitalization generally refers to the redesign of services and processes to better align with digital technologies and is a step forward from "digitization," which simply refers to making information digital (as opposed to being paper-based) (Pieterson et al., 2023).

The labor market is also changing due to digitalization. Developments such as technological innovation, globalization, and reorganization of production (e.g., through outsourcing and offshoring) have radically changed labor supply and demand. This trend is likely to continue in the future as automation and robotization continue to impact labor markets.

Obviously, public employment services are being impacted by digitalization as well (Pieterson, 2016). While these services have been using (digital) technologies since the 1960s (e.g., to process and store data), the swell of newer technologies that started with the arrival of the Internet in the 1990s has had massive effects on public employment services. This varies from new ways to process and store data (through the Big Data revolution, the cloud, and now artificial intelligence), but has probably even had a bigger impact on public employment service delivery. The Internet has created new service delivery channels (such as websites, email, and mobile), but has also allowed public employment services to create better and more efficient services for their clients. For example, online registration no longer requires job seekers to travel and meet in person, and automated matching systems make it much easier to find better matches between vacancies and job seekers. Furthermore, private players in the labor market are also increasingly digitalizing and offering their services to job seekers.

However, there are also challenges. Digitalization requires significant investment in public employment services, which presents particular obstacles for services with fewer resources. Furthermore, the success of digitalization increasingly depends on non-technical variables. Creating inclusive approaches for clients, dealing with organizational change and resistance, connecting disparate parts of the organization, and being able to learn and adapt are just some of these. As a result, digitalization increasingly makes way for "digital transformation," where the entire organization is realigned along digital technologies (Pieterson et al., 2023; Vial, 2021).

This chapter explores the current status of digitalization and digital transformation within public employment services across the world, with an emphasis on (digital) service delivery. It does so in two ways. First, it discusses the background of digitalization, diving into the general trends and developments in digitalization as well as recent studies focusing on public employment services. Second, the results from the World of Public Employment Services (PES) Survey 2024 are presented and discussed. The chapter closes with a number of conclusions.

3.2 Background

As just mentioned in the Introduction to this chapter, digitalization is not a new phenomenon. Public employment services have been using digital technologies since the 1960s (Pieterson, 2016). First came the introduction of mainframe computing to store information and automate processes in public employment service back offices. Then, in the 1980s and 1990s came the rise of personal computing, networks, and the Internet. This allowed public employment service caseworkers to complete job seeker registrations and benefit registrations and facilitated online communications through websites and email. In the 2000s, wireless and mobile technologies arrived that gave both public employment service workers and clients more flexibility in how, where, and when to deliver services. This was followed in the 2010s by the Big Data revolution, which led to advances in data storage (e.g., in the cloud) and analytics (e.g., through advanced analytics and machine learning).

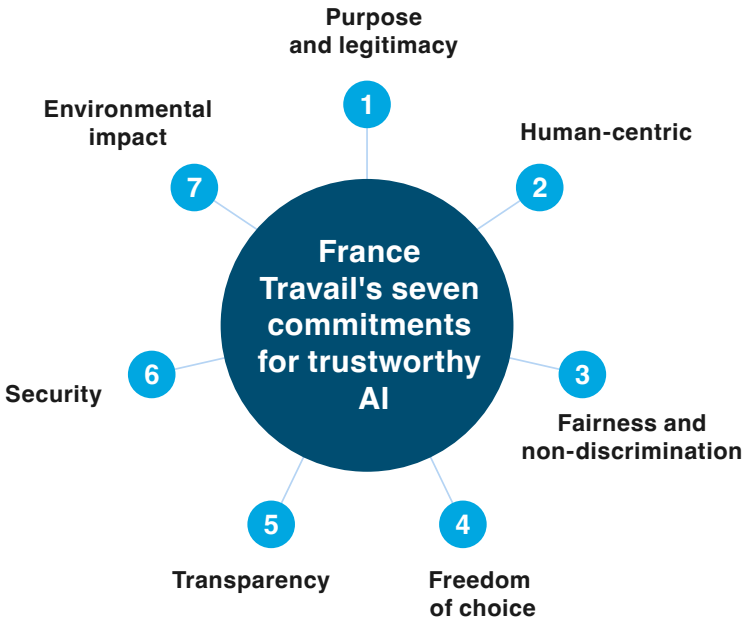
Public employment services started tapping into these developments by looking at new ways to profile their clients (e.g., by using machine learning algorithms to calculate employment probability scores) and to improve their matching applications (e.g., by comparing multiple variables and by shifting to the more granular approach of competency-based matching vis-à-vis more traditional and coarse occupational matching). The Dutch public employment service was one of the first to start working with Big Data in 2014, followed by the Flemish public employment service (Pieterson et al., 2023), and from there the use of Big Data started spreading globally. Deloitte (2024) continues to see digital government as a key general government trend. However, it also sees that trend converging with data-fueled government development. In other words, digital government is increasingly intertwined with the role of data within government.

Currently we are in the next wave of technological innovation, and the most important proponent is artificial intelligence (AI). AI powers new service channels (such as chatbots), but also is an important driver of the automation of processes and robotization of work. For example, agentic AI and non-parametric AI guidance bots are newer developments that have the potential to greatly benefit PES. Public employment services are increasingly using AI (Brioscu et al., 2024; Pieterson, 2024) in the midst of this technological revolution, though adoption remains uneven

and, in many respects, still in its early stages. An Organisation for Economic Co-operation and Development (OECD) report that explored how AI could be used to manage minimum income benefits and unemployment assistance (Verhagen, 2024) concluded that AI could have significant benefits, such as improved accuracy and fairness of eligibility assessment based on pre-defined criteria. However, the opposite could be true; if implemented incorrectly, AI could systematize inaccuracies and bias, which could particularly hurt vulnerable groups in the population. It is therefore crucial to understand the balance between the opportunities and risks of AI, and knowledge development for public employment service is therefore strongly advisable. Furthermore, balancing these risks and benefits goes hand-in-hand with the development of robust approaches to the ethical and responsible use of AI (Pieterson, 2024), as well as topics such as ensuring transparency, audits of algorithms, and compliance with regulatory frameworks. The French public employment service (France Travail) was one of the first to develop a framework for the ethical use of AI (Box 3.1).

BOX 3.1 ETHICAL ARTIFICIAL INTELLIGENCE FRAMEWORK WITHIN FRANCE TRAVAIL

The French public employment service, France Travail, developed an ethical charter to guide the development of artificial intelligence (AI) and ensure that all AI deployments are up to ethical standards. It is based on various initiatives and consists of seven commitments for trustworthy AI:



Source: Pieterson (2024).

In 2021, the ILO (2022) conducted a global study to assess the adoption of technologies across 66 public employment services that indicated that digitalization is in full swing. All public employment services at the time had at least one service fully digitalized. However, the findings also highlight that differences in digitalization between public employment services and the various global regions are vast. Generally, these differences follow those between the countries surveyed in the biannual digital government benchmark from the United Nations (2024), with high-income countries typically the more advanced, which is in line with the results from the previous volume of *The World of Public Employment Services* in 2016. The ILO (2023) more recently studied the role of technology adoption among public employment services in Asia-Pacific, specifically targeted at youth employment. The study found that public employment services tend to have digital strategies and focus on digitalization of their services and processes. At the same time, public employment services expressed the desire to have more targeted approaches, that is, identifying where technology can have the most impact and focusing on those areas where newer technologies (such as AI) could have the most impact. This study again highlights the importance of giving more attention to organizational aspects of digital transformation, such as breaking through silos and cultural change.

The ILO study also highlights the importance of combining digital service delivery approaches with other, more personal, channels. The digital divide persists, and this creates challenges for disadvantaged groups in the labor market. This leads to calls in the study for digitalization approaches to take a human focus in order to be as inclusive as possible. One way to do this is to move digitalization to the background, for example, by equipping counselors with digital tools that allow them to be as productive as possible, all the while focusing on interpersonal service delivery. In addition, public employment services are considering their relationships with other stakeholders. As mentioned above, private sector agencies such as job banks and labor intermediation agencies are also offering increasingly digital and AI-driven services that, in many countries, compete with public employment services. Other public employment services are choosing different models. The Australian public employment service, for example, has largely outsourced delivery of its services to private parties (OECD, 2001), and the Brussels public employment service, Actiris, is aiming to position itself as a broker in the (digital) labor market, where it facilitates the matching between supply and demand of labor through various strategic partnerships, including those with private partners (Social Innovation Initiative, 2024). This is similar to the model developed in India that combines physical channels with a robust online portal as well as partnerships with private providers (Box 3.2).

BOX 3.2 SERVICE DELIVERY MODELS IN INDIA COMBINING ONLINE, OFFLINE, AND PARTNERSHIP MODELS

India's National Career Service (NCS) is investing heavily in its approach to digital transformation (ILO, 2023). The NCS was established in 2015 and is focused on developing two main pillars. The first is formed by Employment Exchanges, brick and mortar centers that are envisioned to become hubs for job seekers. The exchanges are supported by state-of-the-art infrastructure and act as a central point for career counseling and provision of career related services such as:

- Organizing job fairs
- Mobilizing employers (e.g., to submit vacancies)
- Providing counseling services tailored to the local context.

The second pillar is the online job portal that brings together all players: employers, job seekers, private employment providers, NGOs, training institutions, vocational guidance specialists, careers advisers, and local artisans working in the informal economy. Plans are being developed to make the portal more robust and allow it to provide added functionality, including the transition towards a cloud-based platform. This includes features such as competency-based matching (based on AI), better search functionality, and the inclusion of a chat bot.

In addition, there is close collaboration with the private sector (Finn, 2025). The NCS stimulates private counselors and other providers to register on the portal, and users wishing to access these services can arrange appointments online. Thus, the NCS acts as a marketplace for those seeking employment and those providing employment services.

Finally, public employment services recognize that the success of technology adoption depends less on the technology itself, and more on the ways in which the organization itself changes to facilitate the successful use of technology. For example, staff training and qualifications, governance, process (re)design, and organizational/cultural change were all highlighted as key variables. These variables also serve to highlight some of the many obstacles that public employment services face when designing, implementing, and adopting digital technologies that are of a human and/or organizational nature rather than technological.

The global ILO study (2022) also already found a keen interest among public employment services in AI, albeit with very limited actual implementation. Two more recent studies highlight the rapid developments in this area. First, a study of 21 OECD countries found that more than half of the responding services were using one or more AI applications(Brioscu et al., 2024). Second, a more qualitative study across the public employment services network in Europe found that of the 11 services involved, most had one, but some had up to six different AI applications in production (Pieterson, 2024). Both studies indicate that most AI applications are "stand-alone," that is, they focus on one singular task. The most common applications are job seeker profiling and vacancy matching. Both studies also highlight that the impact of AI goes beyond the implementation of a technological tool itself. It could drastically affect the workloads and job composition of public employment service counselors. Many public employment services are facing resistance and trust issues with staff.

However, the use of AI for matching is very much in its infancy (Broecke, 2023), and two constraints contribute to the current low adoption rates among public employment services:

1. Organizational readiness levels are low. This includes the management culture and the aforementioned resistance of staff, poor digital infrastructure, lack of data, and lack of skills to successfully use AI.
2. Barriers related to AI itself, including doubts about the robustness of AI tools, risks to human values and fairness, bias and discrimination, and the transparency and explainability of AI.

This echoes results from the European study about AI uptake in public employment services (Pieterson, 2024). However, all this does not negate the positive impact of technology. The use of information and digital technologies has facilitated more personalized services and accurate job matching (ILO, 2022) and, as explored by Weishaupt (2023), digital technologies (and the use of data) can contribute to:

- Making public employment services more efficient, as "access to digitized data and digitalized services can save time and simplify administrative procedures and thus make them faster" (Weishaupt, 2023, 368).
- Improving the effectiveness of public employment services, for example, through better measurement and management of key performance indicators, but also through more robust processes such as better profiling, matching, counseling, and placement services.
- Enhancing public employment services' customer orientation by offering more tailored solutions to individual clients, providing more personal support (when digital technologies free up counselors' time), and soliciting customer feedback. However, being more customer-focused is not always easy. A 2023 survey of 5,800 people across 13 countries found that customer

satisfaction with digital government services is 21 percentage points lower than satisfaction levels among private sector customers (Deloitte, 2024). In addition, Gartner (2024) signals that the demand by citizens for modern, accessible, and resilient services is increasing. However, political and economic pressures are forcing governments to increasingly show value and return on investment. Thus, understanding the needs of client groups and building solid business cases that demonstrate value could greatly benefit public employment services.

Finally, it is important to note that the digitalization of public employment services goes hand-in-hand with the digitalization of labor markets, and this latter form of digitalization is creating new challenges for public employment services for which digitalization could provide solutions (Charles, Xia, and Coutts, 2022). First, employment relationships are becoming increasingly blurred. Second, employees' skills and competencies are changing rapidly (e.g., the need for digital skills). Third, the quality of jobs is under threat. While more flexibility generally is welcome, digitalization could also lead to more precarious and unpaid work, as well as exclusion and discrimination risks. Finally, there could be higher levels of work surveillance and breaches of privacy with the exponential rise in the use of smart phones and tracking technologies. OECD (2022) stresses that the digital transformation of the labor market is happening at a very rapid pace, which puts pressure on public employment services to be agile and flexible in order to adapt to a rapidly changing environment.

3.3 Digital Strategies and Approaches

The consequences of these technological developments are threefold:

1. **The proliferation of technologies.** The number of technologies has increased tremendously. For example, data processing can now happen locally (on premises), in the cloud, or through edge computing (where data are processed close to a device), and many variants and sub-variants also exist. Similarly (as will be discussed below), the number of service channels available to public employment services has increased drastically over the years (Pieterson, Ebbers, and Madsen, 2017). Thus, choosing the right technologies becomes a challenge for public employment services.
2. **The accelerating pace of digitalization.** Developments in digitalization are moving ever more rapidly (Pieterson, 2019a), with newer types and generations of digital technologies appearing at an increasing pace. This requires public employment services to keep up with the expectations of their clients, but also in general to ensure that they are using the right technologies in order to operate as efficiently and effectively as possible.

3. **The growing complexity of technology management.** As technologies become more pervasive, public employment services not only need more technical skills, they also need the ability to manage the ubiquity of technologies within their organization. While this is challenging from just a scale point of view, it also creates further challenges when including the connections between different technologies and for systems to be interoperable.

To navigate these changes, public employment services increasingly develop digital strategies that help them manage the introduction of technologies and the digitalization of their organization. A digital strategy is a specific type of organizational strategy and can be defined as follows (Pieterson, 2019b, p. 7):

"A public employment services digital strategy is the application of information and technology to provide value for job seekers, employers, and other stakeholders as defined in the public employment services mission and within the context of its vision."

Three different goals or orientations of these digital strategies exist, and these tend to be consecutive (Figure 3.1):

1. Digitization refers to the process of making information available in digital form. Examples are creating a digital document (in PDF format) equivalent to a paper form, or storing records in databases or the cloud rather than in (paper) filing cabinets.
2. Digitalization means that processes and services are made digitally. For example, a PDF form could be turned into a web form that connects directly to back-office systems.
3. Digital transformation refers to the complete transformation of the organization to digital technologies (Vial, 2021). This could include the change of organizational structures, cultures, and practices. For example, when processes are automated, previously separate functions in the organization could be merged into one new unit. Furthermore, as caseworkers' tasks are automated, their duties and responsibilities could shift (e.g., more focus on job seeker counseling rather than administrative work), which could also lead to retraining staff or hiring staff with different profiles.

FIGURE 3.1 FOCUS OF DIGITAL STRATEGIES



Source: Pieterson (2019a, 9).

Development of digital strategies has accelerated in recent years. Spurred by the COVID-19 pandemic, digitalization has turned from something "nice to have" for governments into an imperative. This stems mostly from three (potential) features of digital government: (1) serving efficiently, (2) scaling cheaply, and (3) adapting quickly (Deloitte, 2021). In addition, during the pandemic, governments with greater digital maturity were better able to manage and respond to disruptions in service provision (Burtscher, Piano, and Welby 2024). This also applies to public employment services; the ILO found that those public employment services with a digital strategy prior to the crisis "were better prepared to respond rapidly" (ILO, 2020, 9).

A 2023 study on Latin America and the Caribbean found that most public employment services across this region are primarily focused on digitalization of their services and processes (Pieterson et al., 2023). The authors suggest five different areas in which public employment services need to work when developing and implementing their digital approaches and strategies:

1. **Overall strategy:** Public employment services need to be aware of the strategic impact of technological change. As technologies touch upon more and more aspects of the organization, technological change becomes an increasingly strategic topic. For example, integrating different technologies across the organization and managing the needs of all the different stakeholders require that the organization have a strategic vision of how to manage its digital transformation.

2. **Back office:** Public employment services need to address the impact of digitalization on their back offices. This is where technologies are changing processes and the ways to collect, process, and store information.
3. **Front offices:** This is where public employment services interact with their clients, such as job seekers, employers, and benefit recipients. Digital technologies have not only created new channels, but are also changing the role of existing channels. Thus, public employment services need to address the impact of digitalization on their service delivery.
4. **Organization:** Digital technologies affect the public employment service organization itself. For example, digital transformation requires these services to become more agile and adopt different structures, skills, cultures, and communication processes.
5. **Data:** Public employment services increasingly turn into data processing organizations. Big Data and AI are creating new opportunities and challenges regarding the use of data within public employment services, so they need to assess the roles and functions of data within their organization. This includes such developments as the creation of more accurate and real-time labor market information. But also data to improver processes, such as using behavioral insights to improve job matching and program participation and the use of behavioral analytics to improve customer journeys.

These areas are strongly interconnected. For example, the design of processes and the interoperability of systems in back offices will impact the extent to which (digital) channels in the front office will function effectively and efficiently. In addition, fragmentation in process flows and lack of interoperability often result from organizational fragmentation. Thus, to develop a successful approach to digitalization, public employment services need to address all areas, ideally in a coherent manner. Furthermore, as these services move towards digital transformation, less technical aspects increase in importance. For example, organizational and cultural change are considered key elements of successful digital transformation (Pieterson, 2019a), yet these are often overlooked (see Box 3.3 about the problems encountered by the UK's Universal Credit system). Section 3.5 will explore the status of digitalization across the five key areas discussed above in greater detail.

BOX 3.3 THE INTRODUCTION OF UNIVERSAL CREDIT IN THE UNITED KINGDOM

Universal Credit is the United Kingdom's social security and benefits system, and it is managed by the Department for Work and Pensions. It was introduced in 2010 to replace six different benefits, including job seeker benefits and unemployment allowances. Upon its launch, the system aimed to be "digital by default," with at least 80 percent of claimants applying online (Timmins, 2016).

However, from the start, the project was plagued with problems related to information technology (IT). Key issues included:

- Governance of IT development
- The organization's capability to manage IT projects
- Security protocols and approaches
- Lack of control over suppliers
- Cost overruns.

Perhaps the most critical issue was the lack of capability within the organization. This applied to leadership's understanding of technology and development approaches as well as the capability of (project) management to successfully oversee agile development processes that are largely run by external vendors with far more domain knowledge. Ultimately, in 2013 around £130 million of IT development costs had to be written off, roughly half that spent up until that point.

After roughly three years of failed development, the project was reorganized and ultimately successfully implemented starting 2017. It was not fully operational until 2021, four years after the original deadline.

Two key factors contributed to the improvements. First, there was a change in leadership to leaders with a more thorough understanding of digital technologies. Second, the organization brought in people with higher levels of IT expertise (mostly from the UK's Government Digital Service) who could help manage the different project components and better oversee and steer the different IT vendors. The ultimate lesson is that it is essential to develop digital capabilities in order to design and implement digital technology-related projects.

One key example of these "softer" aspects of digital transformation concerns the skills of government employees. Burtscher, Piano, and Welby (2024) conclude that to facilitate a shift toward digital government, investment is needed to develop five different types of skills among civil servants (OECD, 2021):

- Digital government leadership skills
- Digital government professional skills
- Digital government socio-emotional skills
- Digital government user skills
- 21st century skills in society.

The latter set of skills is relatively new and refers to lifelong learning and skills development for a rapidly changing world, highlighting the need for digital and socio-emotional skills, critical thinking, creativity, and collaboration to address global challenges

3.4 Digital Service Delivery

Although every part of public employment services is affected by digital technologies, two (related) developments in terms of digital strategies are particularly important.

The first is the increase in the number of available (digital) service channels for public employment service clients. Pieterson et al. (2017) provide an overview of various generations of channels, which highlights the tremendous growth in the number of channels available (Table 3.1).

TABLE 3.1. GENERATIONS OF SERVICE CHANNELS

Generation	Period	Label	Alternative Labels	Example Channels
0	<1990s	Traditional	-	In-person, telephone, mail
1	1990s	Electronic	Digital	Website, email
2	2000s	Social	Social media, Web 2.0, Government 2.0	Social media (e.g., social networking sites, (micro) blogging, wikis
3	2010s	Mobile	M-Government	Smartphones, responsive sites, mobile apps
4	2020s	Robot	(Social) robots, robotization	Social and conversational robots, artificial intelligence, virtual/augmented reality

Source: Adapted from Pieterson et al. (2017, 49).

As the number of possible service delivery channels increases, public employment services tend to start deploying more channels (either autonomously, or by induced demand from their clients). For example, The World of PES Survey 2014 found that most public employment services offered four channels or more for vacancy registration (up from 2011). While this offers more freedom of choice for clients, it could also lead to higher cost for public employment services that have to implement and maintain more channels (Pieterson, Madsen, and Ebbers, 2022; Wirtz and Langer, 2017).

The second critical digital strategy is the gradual shift in service offerings and channel behaviors from the more traditional channels (e.g., face-to-face, telephone, post) to digital channels (e.g., websites/portals, e-mail). The comparison between 2011 and 2014 data in *The World of Public Employment Services* in 2016 noted this shift in certain cases, while also noting that the traditional channels were still prevalent for many services in most parts of the world. However, studies covering longer time spans more clearly highlight how citizens are generally adopting digital technologies and prefer them over traditional means (Pieterson and Ebbers, 2020). This does not necessarily mean that digital services are always preferred. Traditional channels are still preferred for certain tasks that are complex or very important to citizens (Pieterson and Ebbers, 2020), for example resolving problems surrounding people's income. Furthermore, the function of channels is shifting. Whereas websites or portals predominantly become the main channel for transactions, channels such as the telephone and email more often function as support channels used by citizens who have questions or problems. This can lead to complex forms of service delivery whereby clients use multiple channels at the same time or sequentially for one single purpose (Madsen, Hofmann, and Pieterson, 2019). However, with the general shift towards digital channels and services, an important topic for this chapter is to assess the current levels of digital service delivery.

The implication of both these digital strategy developments is that governments more carefully consider how they position and manage their service channels. Whereas in the past several channels were typically offered to clients to access all services, this has shifted over time to models where different channels are being used for different purposes, with increasing levels of integration between the different channels (e.g., in how they refer to each other) (Ebbers, Pieterson, and Noordman, 2008). More recently, public employment services have started to blend different channels (e.g., embedding chat on a website or using co-browsing to support job seekers) (Pieterson, 2017). Currently, governments are looking into approaches where all channels are managed together as one holistic entity in order to facilitate seamless customer journeys across multiple channels and create service delivery consistency. This approach is dubbed "omnichannel management" (Pieterson, 2017; Pieterson, Madsen, and Ebbers, 2022). As will be discussed below, the World of PES Survey 2024 survey explored the different channel approaches used by public employment services.

3.5 Survey Results

This section presents the results from the World of PES Survey 2024. This first part explores the development of digital strategies, before progressing through channel management, service delivery, and planned developments.

3.5.1 Digital Strategies

The World of PES Survey 2024 included a number of questions related to the digital strategies used by public employment services. In line with the approach outlined in Section 3.3, these questions were grouped into five key areas:

1. Overall digital strategies
2. Back-office strategies
3. Front-office strategies
4. Data strategies
5. Organizational strategies

In each of these areas, respondents were asked to indicate the extent to which the public employment services have certain elements in place.

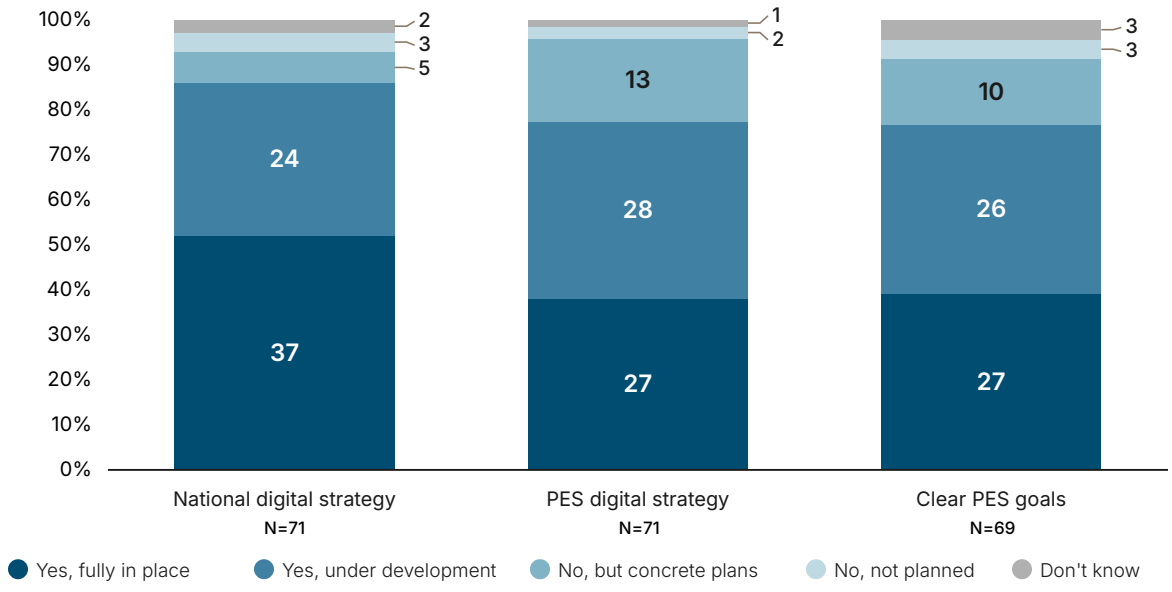
3.5.2 Overall Digital Strategies

The first area addresses the presence of overarching digital strategies. Do the countries in which the public employment services operate have a national digital strategy? Do they have their own strategies, and have these strategies been further developed into clear (strategic) goals for public employment services?

Most public employment services have a national digital strategy in their country, but this varies by region. For example, in Europe 65 percent of services have a national digital strategy fully in place, whereas this figure is 41 percent in Latin America and the Caribbean and 36 percent in Africa. However, in most cases where a digital strategy is not yet in place, it is being developed. The results for public employment service digital strategies and for having clear goals are roughly comparable, albeit with a lower proportion of them having these in place. As of 2024, about 40 percent of such public employment services have a digital strategy and/or clear (strategic) goals, but another 40 percent have these under development and most of the remainder have concrete plans (Figure 3.2).

Although this is an overall positive outcome, it needs to be emphasized that public employment services can greatly benefit from having an overarching strategy, so those without one are urged to continue their investment in this area. It is important to mention that the exact nature of such digital strategies could vary. For example, countries with lower digital maturity are more likely to focus on the development of digital infrastructure (e.g., networks and Internet access), whereas countries with more developed digital ecosystems will have these elements in place and are more likely to focus on the integration of their systems and development of more novel applications (e.g., through AI).

FIGURE 3.2 OVERALL DIGITAL STRATEGIES IN PUBLIC EMPLOYMENT SERVICES, 2024



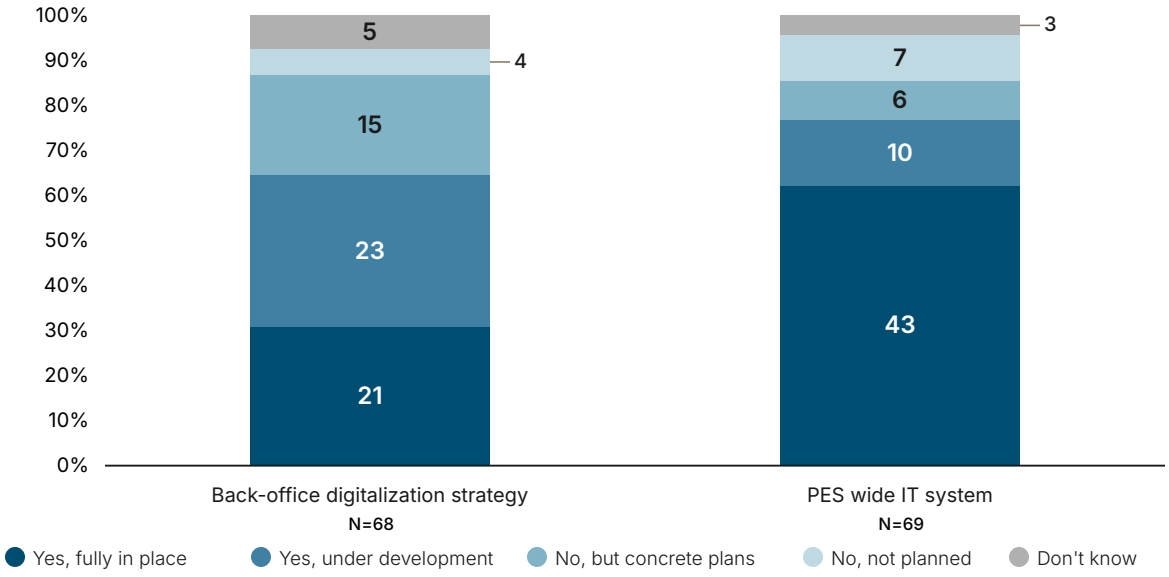
Source: World of PES Survey, 2024.
Note: Bar heights represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown at the bottom of each bar. PES: public employment service.

3.5.3 Back-Office Strategies

The second area focuses on the back offices of public employment services. Do the services have a clear and comprehensive strategy regarding the digitalization of their (back-office) processes, and is there one services-wide IT system across all public employment services (e.g., regions, states, and/or offices)? The positive answer is that the latter is in place in a majority (63 percent) of public employment services. This allows them to communicate, share data, and use common IT components. However, less than a third of public employment services (31 percent) have plans in place to (further) digitalize their back offices. This is an area where regions with

higher levels of digital maturity score relatively low (e.g., Europe), most likely because their back offices are already fully digitalized. Regions with lower level of digital maturity tend to be developing or planning further digitalization of their back-offices (Figure 3.3).

FIGURE 3.3 BACK-OFFICE STRATEGIES IN PUBLIC EMPLOYMENT SERVICES, 2024

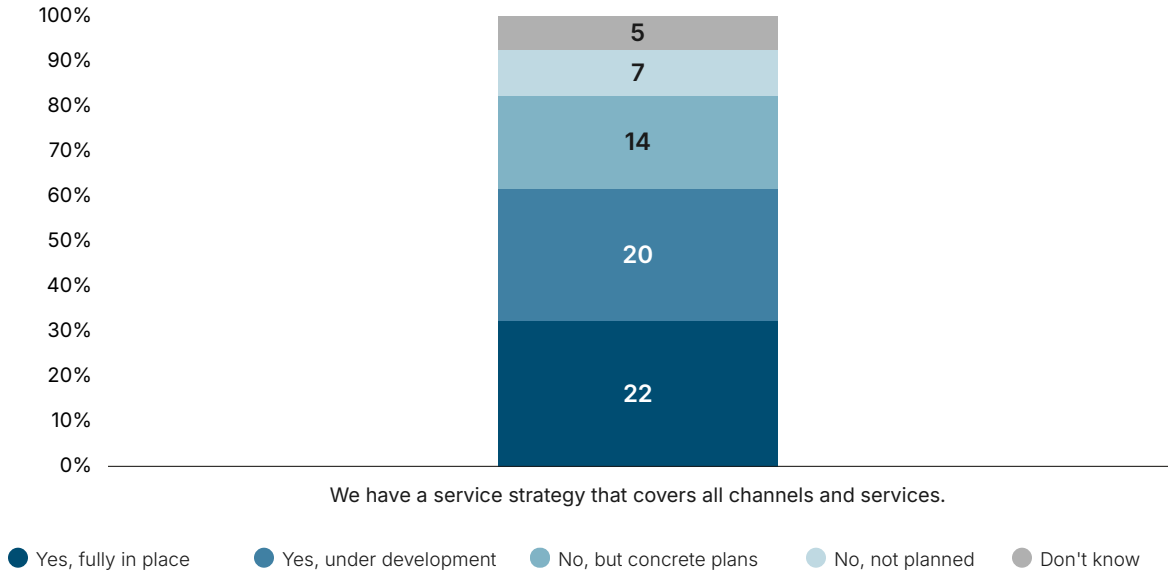


Source: World of PES Survey, 2024.
Note: Bar heights represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown at the bottom of each bar. PES: public employment service.

3.5.4 Front-Office Strategies

The third area focuses on front-office strategies. In this part of the survey, public employment services were asked whether they have a strategy that covers all channels and services. Front-office strategies are important to enable effective, client-centered service delivery (see Section 3.5.7 for more details about the nature of public employment services' channel strategies) This area is currently less developed, with a third of all public employment services having a comprehensive front-office strategy in place, and with regional differences relatively small. The main explanation is that public employment services in the past have primarily focused on unifying their infrastructure, systems, and processes and are only now starting to focus on more cohesive service delivery strategies in their front offices: about 50 percent of public employment services have this under development or a planning to do so (Figure 3.4).

FIGURE 3.4 FRONT OFFICE STRATEGIES IN PUBLIC EMPLOYMENT SERVICES, 2024

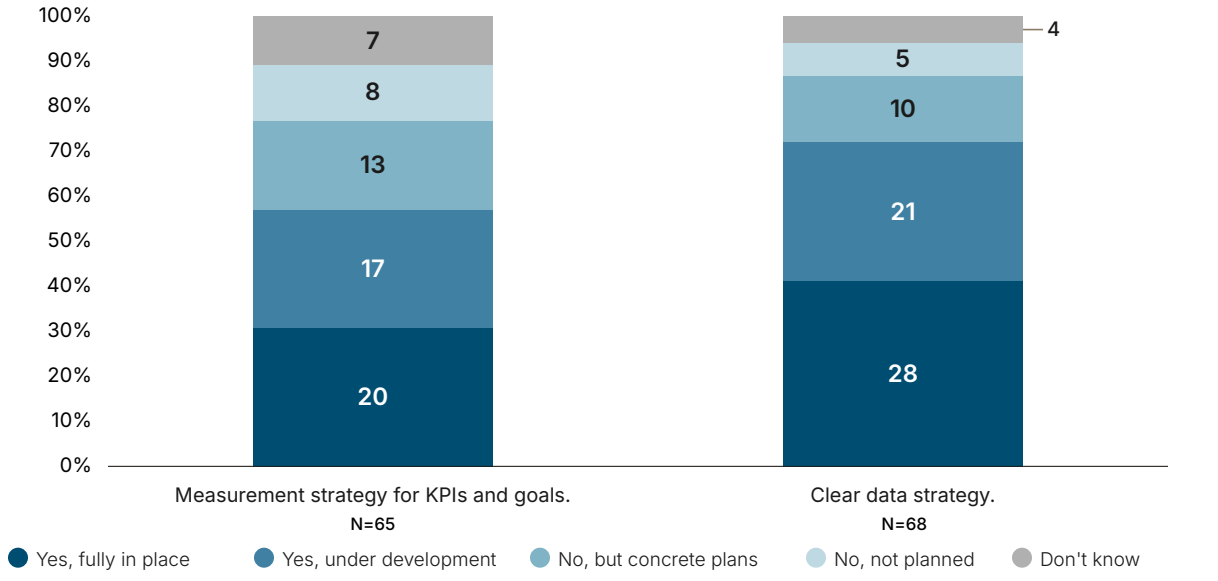


Source: World of PES Survey, 2024.
Note: N=68. Bar heights represent the percentage of public employment services, while the figures displayed within the bar indicate the absolute number of respondents, excluding missing values.

3.5.5 Data Strategies

The fourth area focuses on data. Public employment services were asked whether there is a strategy in place to measure progress towards key performance indicators and goals, and whether they have a clear and comprehensive strategy regarding the use of data in the organization. The picture in this area is somewhat mixed. While a large proportion of public employment services (42 percent) have a clear data strategy in place or under development (31 percent), fewer have translated their goals into key performance indicators and measure them (31 percent) (Figure 3.5). This is an important topic. The use of data is increasingly important to public employment services (Pieterson, 2016), and is a key ingredient for the development of more advanced services. For example, the quality of competency-based matching depends strongly on the quantity and quality of data that public employment services have available to provide such matches.

FIGURE 3.5 DATA STRATEGIES IN PUBLIC EMPLOYMENT SERVICES, 2024



Source: World of PES Survey, 2024.
Note: Bar heights represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown at the bottom of each bar. KPIs: key performance indicators.

Furthermore, data is not only an important ingredient for public employment services, it is also an important tool to help them measure how well they are performing. Thus, having a measurement strategy in place that links data to key performance indicators and goals could help public employment services assess their effectiveness and continuously improve.

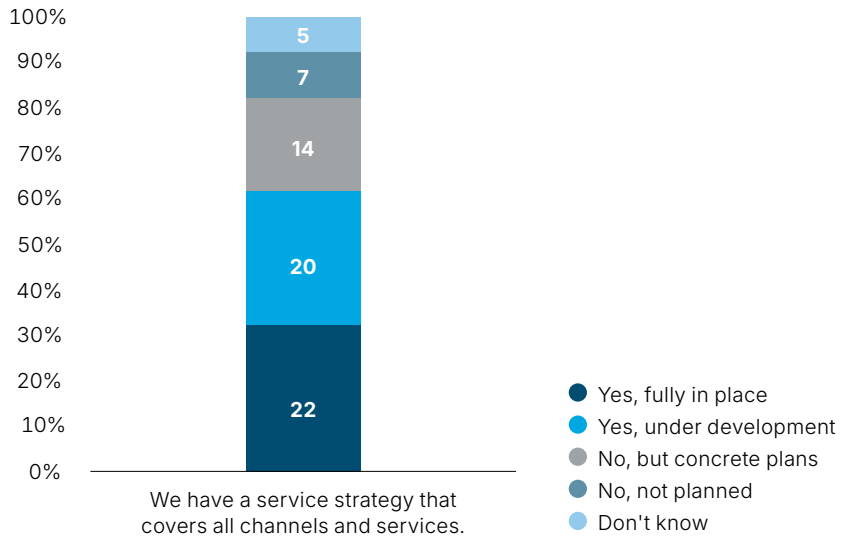
Finally, while not featured in the survey, it is important to stress the importance of several data-related topics. These include:

- The importance of data protection, such as that outlined in the European Union's General Data Protection Regulation and other regulatory frameworks.
- The compliance of data use for AI purposes, such as that outlined in the European Union's AI Act and in other countries (e.g., Brazil's Bill of Law 2338/2023).
- The need to register and document algorithms that use data in the public sector (e.g., in the Netherlands, Austria, and Sweden).
- The need to develop approaches to the ethical and responsible use of data.

3.5.6 Organizational Strategies

The final area explores whether public employment services have in place strategies to develop their organization. The survey asked if there is an organizational development strategy in place to align the organization with its digital ambitions. This is the case for about 34 percent of all public employment services, while another third have such a strategy under development (Figure 3.6).

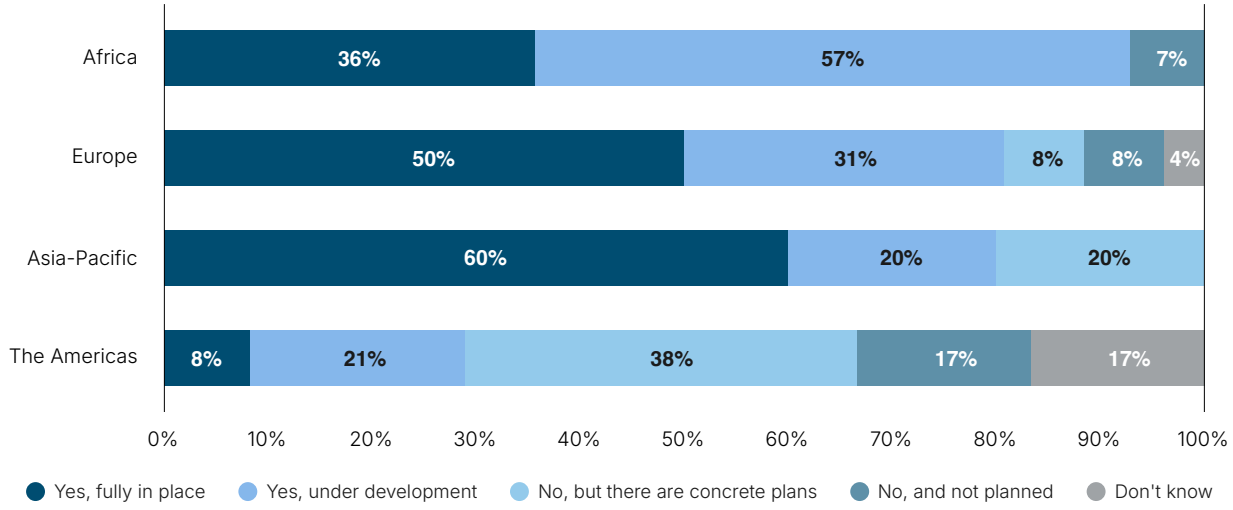
FIGURE 3.6 ORGANIZATIONAL STRATEGIES IN PUBLIC EMPLOYMENT SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=68. Bar height represent the percentage of public employment services, while the figures displayed within the bar indicate the absolute number of respondents.

The regional differences are relatively small, with Asian and European public employment services more likely to have an organizational development strategy in place. Table 3.7 highlights the countries, per region, and the status of their organizational development strategy. It is noteworthy that public employment services across the Americas are the least likely to have either an organizational development strategy or to be developing one.

FIGURE 3.7 STATUS OF ORGANIZATIONAL DEVELOPMENT STRATEGIES ACROSS THE VARIOUS REGIONS, 2024



Source: World of PES Survey, 2024.
Note: N=78.

It is important to emphasize the critical role of organizational development in digital transformation. As discussed in Section 3.3, successful digital transformation requires that the entire organization align with digital technologies. Many of the challenges mentioned in this chapter—such as those related to culture, structure, and leadership—are organizational in nature. This also links to the need for public employment services to invest in change management, as well as human resource capabilities (such as investing in IT talent and digital skills in the organization).

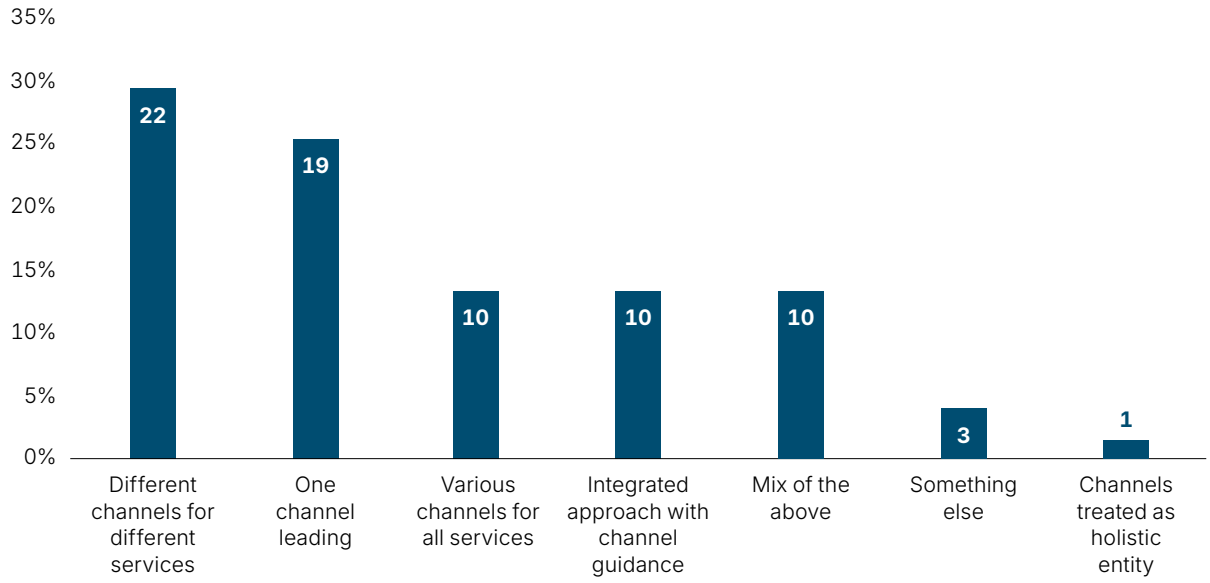
At the strategic level, public employment services globally are making good progress in developing digital approaches that touch upon all key areas of digitalization. Although not all countries have fully implemented these strategies, many report that initiatives are under development or that concrete plans are in place.

Overall, these approaches are fairly well balanced, but in general public employment services are more mature in their back-office digitalization and the formulation of overall strategies. Front-office development and the organizational aspects of digitalization require more attention—particularly in regions with lower levels of digital maturity, such as parts of Asia and Latin America and the Caribbean.

3.5.7 Channel Management Strategies

Not all public employment services have a strategy in place that covers all (digital) services and channels. This raises the question: how are these services managing their existing channels for service delivery? The survey asked what best describes the current strategy for service delivery and the use of service channels.

FIGURE 3.8 CURRENT APPROACHES TO CHANNEL MANAGEMENT IN PUBLIC EMPLOYMENT SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=75. Bar heights represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

The results show a fairly fragmented picture. The largest group of public employment services (n=22) uses different channels for different purposes (Figure 3.8). For example, clients may register online, but subsequently receive counseling and placement services in person. This hybrid model is relatively widespread across regions. Typically, there are two reasons why public employment services follow this approach:

- **Legal requirements:** Legal reasons that require clients to at least meet in person once (e.g., for identification processes) force the services to follow this model even if many of them are digitalized and the service function could be delivered online.

- **Channel suitability:** Public employment services follow this approach because different channels are suited for different purposes or to the needs of different service users. For example, vacancy matching can be relatively easily digitalized, but training and counseling services, where interpersonal relationships matter more, might be better delivered using other channels.

The second largest group of public employment services follows a model where one channel leads service delivery, a trend more common across Africa and Latin America and the Caribbean. Given the current state of digitalization in these regions, this suggests in-person delivery of all services and thus face-to-face being the leading channel (for now). This finding is noteworthy considering the lower levels of staff and office capacity and accessibility reported in Chapter 2.

Fewer public employment services (n=10) use:

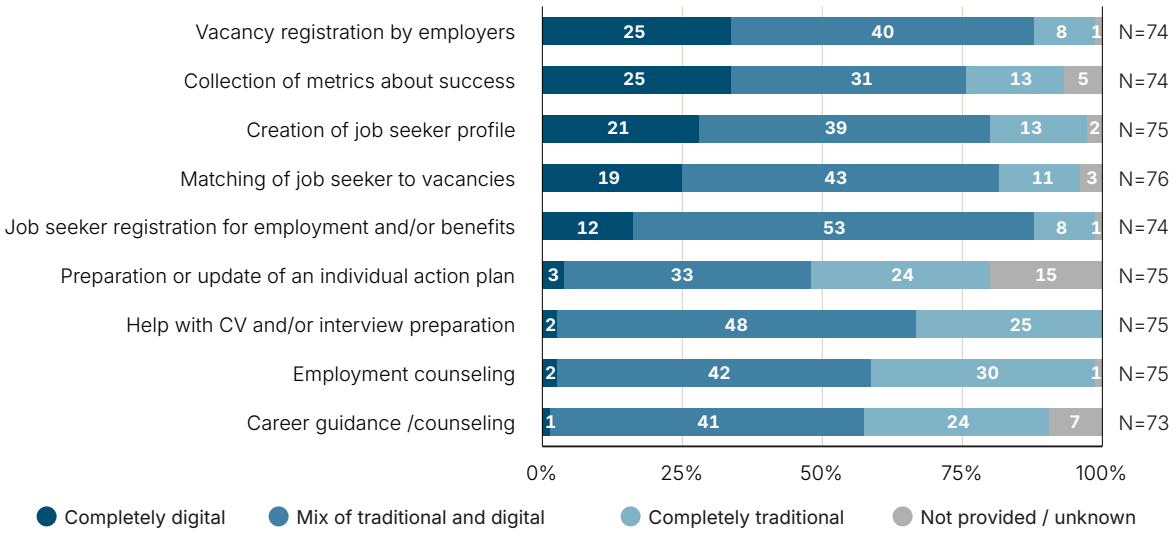
- An integrated model, where clients are guided to the most appropriate channel given their individual circumstance
- A model where multiple channels are available for all services
- A mixed model, combining elements of both.

Currently, only one public employment service—located in Latin America and the Caribbean—has adopted a fully omnichannel model as an ambition for the future, treating all channels as one holistic entity (Pieterson, Madsen, and Ebbers, 2022). Finally, the remaining three public employment services use a mix of the other approaches or something else. This typically involves using a combination of a leading channel (either digital or in-person) while still deploying other channels selectively for specific services.

3.5.8 How Services Are Delivered

How exactly are public employment services currently delivered? And more importantly, are services typically delivered using digital channels, traditional (in-person) channels, or a mix of both. Figure 3.9 provides an overview.

FIGURE 3.9 HOW SERVICES ARE DELIVERED TO PUBLIC EMPLOYMENT SERVICES' CLIENTS, 2024



Source: World of PES Survey, 2024.
Note: Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown to the right of each bar.

Globally, the services most commonly delivered through digital channels globally are vacancy registration by employers and the collection of success metrics, which are done digitally by 34 percent of public employment services. This is followed by the creation of job-seeker profiles (28 percent) and matching of job seekers to vacancies (25 percent). In most cases, most services are delivered using a mixed model (either traditional and/or digital). Interestingly, regional differences are fairly small, suggesting that, despite the trend towards digitalization, service delivery remains very much a mix between digital and traditional channels across regions.

It is important to point out the potential risks of strategies that offer certain services exclusively through digital channels. Such approaches could exclude those client groups that lack access to or do not have the necessary skills to use digital technologies (Van Deursen and Van Dijk, 2009), which are the groups that most often need support.

3.5.9 Digital Services

The logical next question is: Which services are available digitally to public employment service clients? The survey addresses this by distinguishing between digital services for job seekers and for employers.

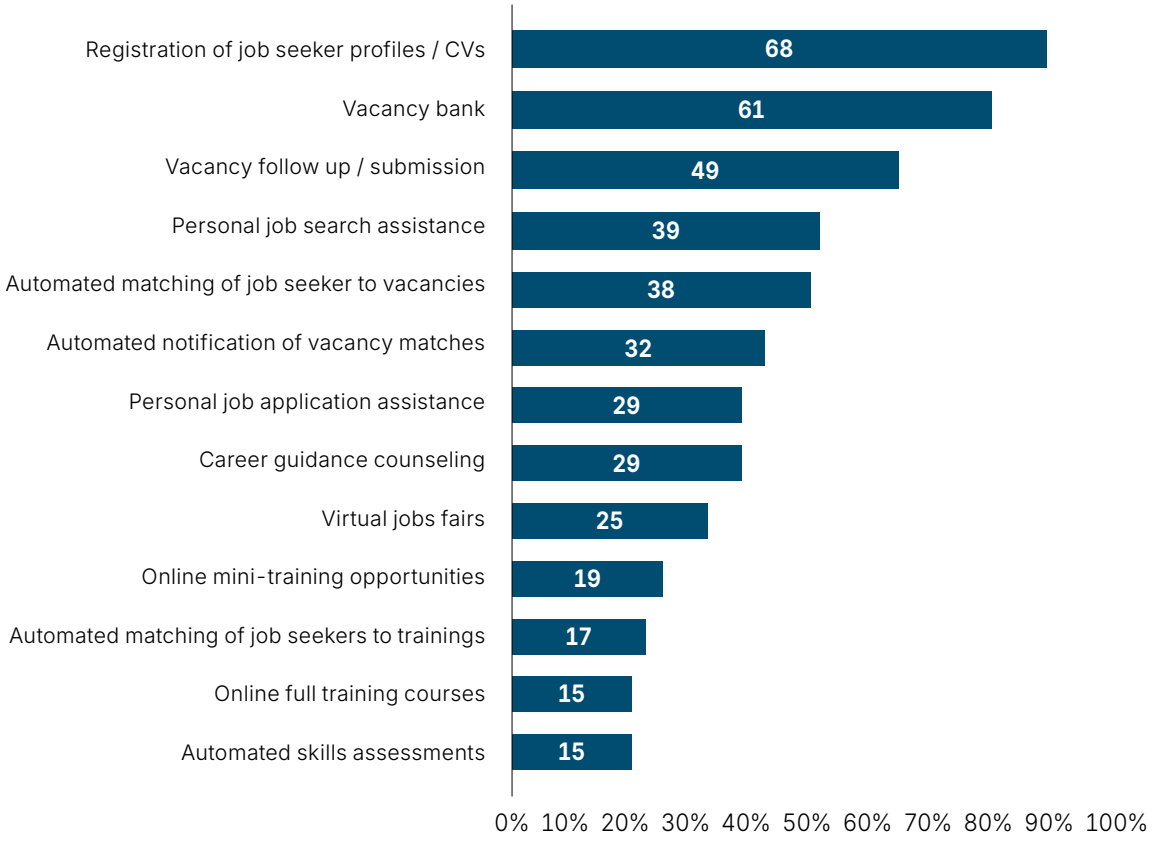
The most commonly digitalized services are those related to the basic labor exchange function of public employment services. For job seekers, the most widely digitalized service is registration. As highlighted in Chapter 2, almost 80 percent of surveyed public employment services have a digital strategy in place or under development. This means that, in many contexts, job seekers can go online to register and create their profile and/or register their CV information.

The second most digitalized service is access to a vacancy bank. This allows both employers to post vacancies and job seekers (and counselors) to browse and/or search for available vacancies.

The third most common digital service enables employers to submit vacancies online and receive follow-up, such as an overview of potential applications. This service is still offered digitally by half of public employment services.

Beyond these core functions, the availability of digital services starts to decline. About 50 percent of public employment services offer digitalized and automated matching and assistance for job seekers in their services. The least digitalized services are those that are more difficult to automate, such as matching job seekers to training opportunities, conducting skills assessments, and delivering full online training programs (Figure 3.10).

FIGURE 3.10 DIGITAL SERVICES OFFERED TO JOB SEEKERS ACROSS PUBLIC EMPLOYMENT SERVICES, 2024



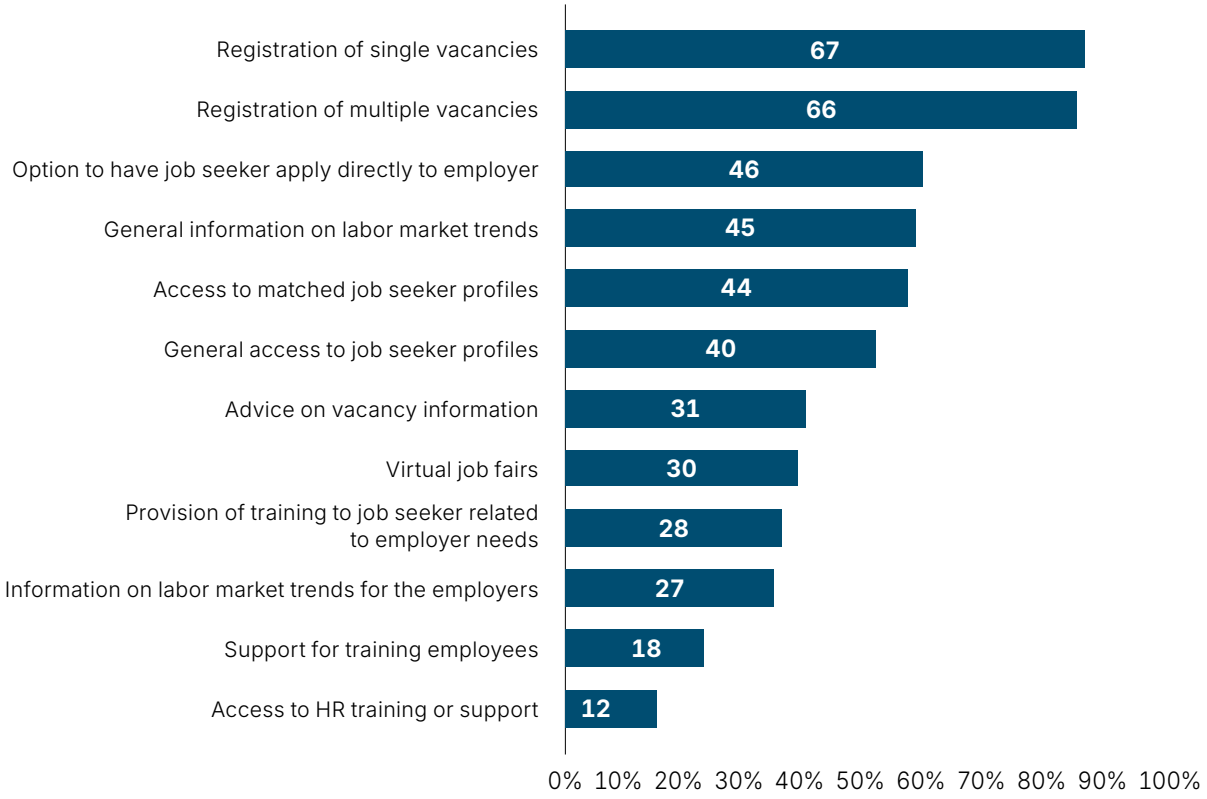
Source: World of PES Survey, 2024.
Note: N=77. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

This is an area where regional differences are fairly large. For every job seeker service listed, European public employment services have the highest levels of digitalization, generally followed by Asia, Latin America and the Caribbean, and Africa. These patterns are broadly consistent with digital services for employer.

The most commonly digitalized employer service is the registration of single or multiple vacancies (around 85 percent). Digitalization rates then decline for other services (around 60 percent) in terms of features such as enabling job seekers to apply directly to vacancies online, providing information about labor market trends, and enabling employer access to job seeker profiles. Similar to job seeker services, the least digitalized employer services are more those that are complex and harder to digitalize, such as employer support services and training offerings (Figure 3.11). And in line with the job seeker services, European public employment services are most likely to have digitalized employer services, with public employment services in other regions trailing behind.

This overall picture of digital maturity is consistent with findings of the 2011 and 2014 surveys, which showed that higher-income countries tend to be ahead of middle- and low-income countries in digital service delivery. However, the data also suggest that gaps between the world regions are gradually narrowing.

FIGURE 3.11 DIGITAL SERVICES OFFERED TO EMPLOYERS ACROSS PUBLIC EMPLOYMENT SERVICES IN 2024 (PERCENT)



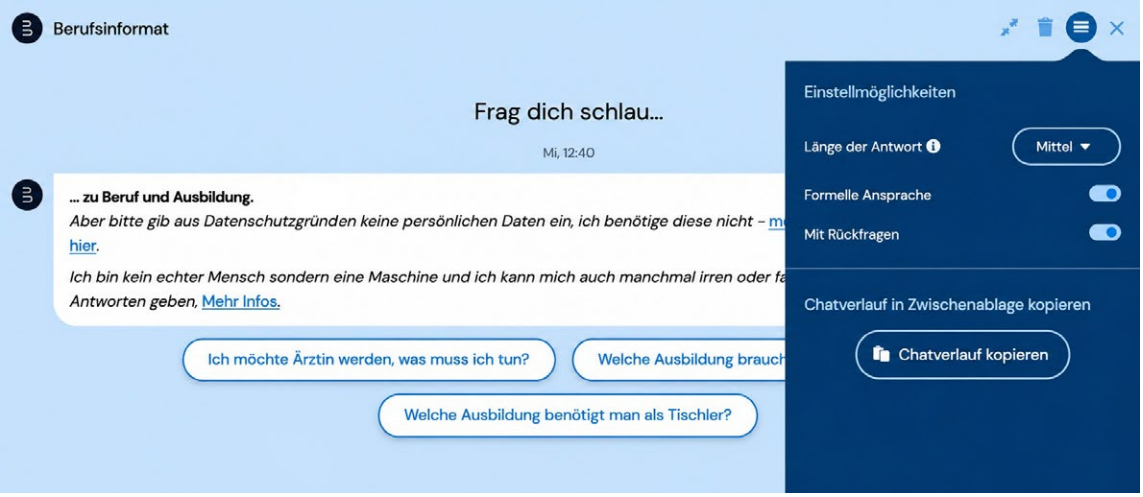
Source: World of PES Survey, 2024.
Note: Note: N=77. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

3.5.10 Current and Future Developments

The last part of the survey asked about the extent to which public employment services are keeping up with current and more novel digital developments (Figure 3.12). This includes the use of social media to interact with clients, but also more novel applications such as AI-based chat bots like those based on ChatGPT. One example of the deployment of an advanced chatbot based on AI is the Berufsinfomat developed in Austria (Box 3.4).

BOX 3.4 DEVELOPMENT AND USE OF THE CHATBOT BERUFSINFOMAT IN AUSTRIA

The Austrian public employment service (AMS) is one of the few worldwide that have advanced AI-based chat bots in production. The Berufsinfomat was developed by the Austrian public employment service together with an Austrian vendor in less than six months and was put into production in January 2024 (Pieterson, 2024).[1] It is built on a Large Language Model provided by OpenAI (GPT3.5).[2]



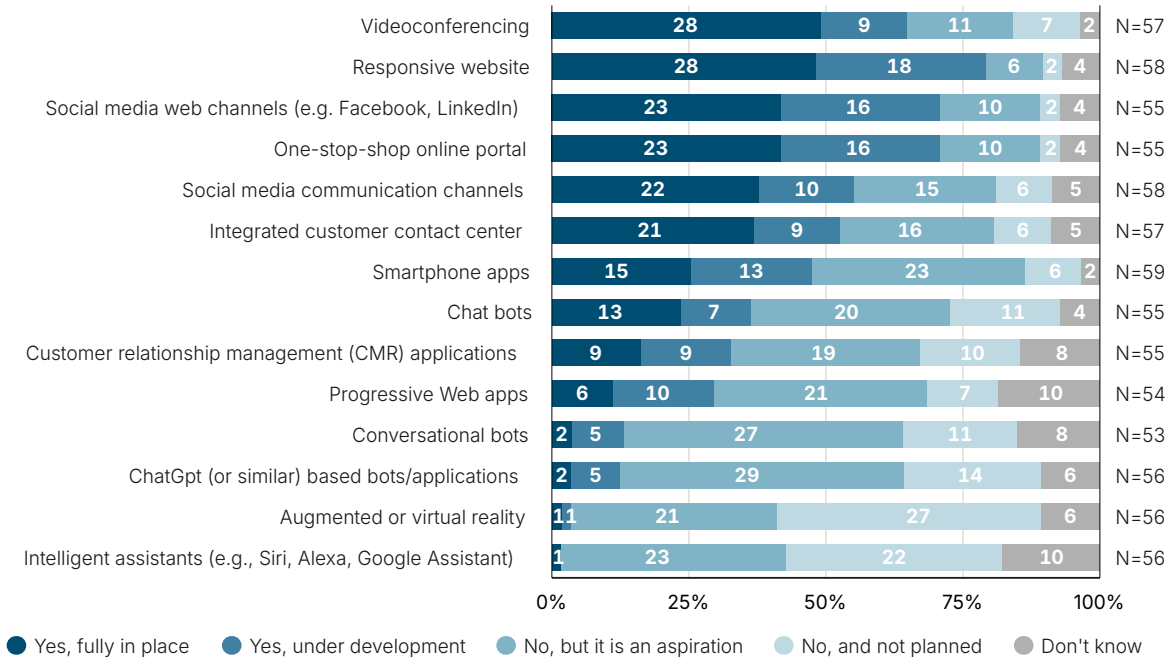
The goal of this application is to provide general career guidance to the Austrian public. It allows everyone interested in furthering their careers to discover career opportunities, and suggests training opportunities and career orientation information, which is then refined through a text-based interaction. It will answer in any language in which ChatGPT is available and provides various filters that tailor the conversation. Examples are the type of greeting (either formal or informal) and the length of the answer provided.

1, AMS, Berusfinfomat, 2024, https://www.ams.at/arbeitsuchende/aus-und-weiterbildung/berufsinformationen/berufsinformation/berufsinfomat?open=berufsinfomat (accessed November 12, 2024).
2. See https://platform.openai.com/docs/models/gp (accessed November 12, 2024)

The results indicate a fairly fragmented picture. While social media channels have been around since the mid-2000s, 41.8 percent of all public employment services currently deploy social media. A more relevant development is having a one-stop shop portal where clients can access most of their online services (and be directed to offline services if needed). Currently, a little over 40 percent of public employment services have this in place, but, encouragingly, about a third of the remaining services have it under development and another 18 percent are planning to create it. Many of the other developments are not yet in place. To single out one: only 4 percent of public employment services are using ChatGPT (or similar) to power (chat)bots or other applications in their organization, which is an indicator that more AI-based applications are not readily being used by these services. Again, it is the more developed public employment services in Europe that are more inclined to have adopted most of the innovations, but the gaps in many areas are small and other regions such as Asia and Latin America and the Caribbean are not far behind.

However, it is noteworthy that some areas are under development in many countries. For example, smartphone applications are under development in 22 percent of all countries. However, while this could imply that these are nearly finished, it could also imply that development is simply moving along but there is no clear end in sight.

FIGURE 3.12 STATUS OF DIGITAL INNOVATIONS ACROSS PUBLIC EMPLOYMENT SERVICES, 2024 (PERCENT)



Source: World of PES Survey, 2024.
Note: Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents. The total number of respondents for each category (excluding missing values) is shown to the right of each bar.

3.6 Conclusions

The world is digitalizing fast and, as a result, digitalization is increasingly affecting labor markets. More job seekers are looking online for jobs, and employers are increasingly using digital channels to reach out to and recruit candidates. However, digitalization extends beyond this trend. Newer channels to provide digital services are constantly arriving, and these technological developments are moving ever more rapidly.

In *The World of Public Employment Services 2016*, digitalization was a fringe topic explored in different parts of the publication. At that time, the development of digital technologies and ICT was relatively limited in many parts of the world. In this edition, digitalization takes a much more prominent role, reflecting the increasing importance of digital technologies not only for public employment services operations and service delivery, but for today's societies more broadly.

The results of the World of PES Survey 2024 suggest that public employment services globally are taking digitalization seriously. At the strategic level, most public employment services (and the countries in which they operate) have adopted digital strategies that guide how digital technologies could and should be implemented. Compared to the 2011 and 2014 surveys, the progress made has been remarkable. As highlighted in Chapter 7, further digitalization ranks among the top priorities in public employment service development plans for the next three years.

The initial focal point of these current general digitalization strategies is on public employment service back offices and systems. This is another area where public employment services globally are making good progress. Most have unified their IT systems and have strategies in place to further digitalize the processes in their back offices. A convergent trend is that digitalization, as a topic, is firmly on the agenda with public employment services globally. One key result in this area is that regional gaps in general are small. And while public employment services in high-income countries tend to be more technologically advanced, gaps are closing and, in most cases, this study finds few differences when it comes to the strategic considerations that surround digitalization.

As public employment services continue digitalizing their back offices, their focus is expanding to other (digital) aspects of the organization. This signals a broader shift from digitalization to digital transformation. Public employment services will need to rethink what their future organizations should look like in a world increasingly driven by digital technologies. This could involve restructuring their organizations to better align with digital processes, as well as redefining staff roles and responsibilities. For example, caseworkers and counselors who spend less time on data entry and have access to better digital tools have more time available to support clients.

At the same time, the role of data in public employment services is increasing. Data can help public employment services measure performance, improve service quality, and assess progress toward overall key performance indicators and strategic goals. This function is developed reasonably well within public employment services, but could benefit from strengthening, especially within those services that are less developed. More specifically, they could benefit from:

- Defining specific goals
- Establishing metrics to measure progress towards those goals
- Collecting relevant and reliable data to actually measure goals
- Putting mechanisms in place to monitor progress and evaluate the achievement of goals.

Along with the growing importance of data is the topic of emerging AI. While AI was not featured extensively in the survey, some of its findings, as well as the broader discussions in this chapter, highlight the need for public employment services to:

- Ensure that data protection measures are in place in order to protect clients' privacy and prevent unauthorized use of data
- Create frameworks for the responsible and ethical use of AI
- Facilitate transparency through the publication of algorithms.

Similarly, many public employment services should re-evaluate their organizations. In a more digitalized world, are current organizational structures, cultures, and behaviors still fit for purpose? Based on the data presented in this chapter, the answer is: probably not. Therefore, assessing the impact of technology on the organization is crucial, and many public employment services could benefit from having organizational development strategies in place to help them transform the organization to fit future requirements.

Finally, in terms of services and service delivery, public employment services around the world are increasingly digitalizing their services. However, this is an area that is, overall, lagging somewhat behind potential. Many public employment services lack channel strategies that focus on digitalization in conjunction with more traditional, in-person ways to deliver services. While certain services such as job seeker registration have been digitalized in recent years, many others have not. Typically, more complex services, such as vacancy matching, counseling services, and guidance (including matching job seekers to training opportunities), continue to offer venues for further digitalization of service offerings.

Ultimately, the success of public employment service digitalization might depend on the ability of these services to develop integrated approaches across the entire customer journey. Currently, service delivery remains fragmented, with certain services offered online and others offline. Public employment services could benefit from developing digital strategies that cover all areas of the organization and adopt a more end-to-end approach to service delivery.

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4

Towards More Resilient Labor Markets: How Can Public Employment Services Support the Response to Shocks?

4.1 Introduction

Labor markets today operate in an environment of heightened uncertainty, shaped by recurrent shocks that affect production systems, reconfigure labor demand, and alter workers' livelihoods. Labor markets have always been exposed to shocks—and will continue to be—so readiness matters as much as response. These disruptions originate from a variety of economic, environmental, technological, and geopolitical sources, and their effects unfold through multiple channels. What makes them especially relevant for labor markets is not only their frequency but also the depth and speed with which they can propagate across sectors, firms, and households.

These shocks carry substantial implications for employment, wages, productivity, and working conditions at both national and local levels. Their effects are typically uneven, with vulnerable groups usually facing the greatest impact. Because labor income is the main source of livelihood for most workers, adverse labor market effects can also heighten the risk of poverty and exacerbate inequality. Yet these outcomes are not predetermined. The ultimate impact of such shocks on the labor market depends on the nature of the shock, the structure of the economy, the strength of institutions, and the policy measures deployed to absorb, adapt, and transform in response to such disruptions.

In this context, well-functioning labor market institutions are critical to cushion adverse impacts, facilitate efficient adjustments, and strengthen labor market resilience. Public employment services play a central role in this process. Their core mandate—to improve the functioning of labor markets by matching labor supply and demand, reducing skill mismatches, and supporting inclusive access to employment—positions them at the center of responses to labor market shocks. Beyond managing regular fluctuations, public employment services must react to sudden changes in labor demand, evolving skill needs, and shifts in labor supply linked to demographic and educational trends. When shocks occur, the challenge intensifies: public employment services need to rapidly scale up services, adapt existing programs, and coordinate across multiple institutional stakeholders to assist large numbers of affected workers and firms. Their ability to administer income-support mechanisms, job retention schemes, and a wide range of other labor market policies makes them critical actors in supporting absorptive, adaptive, and transformative labor market resilience in the face of external shocks.

This chapter examines the role that public employment services can play in supporting labor market responses and strengthening resilience in the presence of shocks. The analysis draws on multiple sources. A central input is the World of PES Survey 2024, which provides information on the availability and use of labor market policy tools, institutional capacity, digital readiness, and partnerships among public employment services in 78 countries. Additional insights come from earlier surveys conducted during the COVID-19 crisis and from research on public employ-

ment service labor market responses to environmental disasters, financial crises, public health shocks, technological change, the energy transition, and global trade shocks. Together, these sources enable a comparative assessment of the preparedness and responsiveness of public employment services across regions.

Across these data, the findings show that public employment services possess a wide but uneven set of policy tools and institutional capabilities to respond to shocks. In the absorption phase (the period immediately after a shock focused on minimizing damage), income-replacement schemes—particularly unemployment benefits and job retention programs—play a central stabilizing role, although their availability and coverage vary sharply by region and income level. High-income countries frequently rely on established unemployment insurance and short-time work mechanisms to cushion immediate job losses, whereas many low- and middle-income countries depend on ad hoc safety net scale-ups or temporary employment programs, often with limited public employment service involvement. During the adaptation phase (the recovery period when labor markets reallocate and rebuild employment), public employment services typically shift toward reemployment, intermediation, and short-term training. Here too, institutional capacity shapes the extent and quality of response, with many public employment services expanding digital services, strengthening employer outreach, and deploying wage subsidies or hiring incentives. In the transformation phase (the longer-term adjustment period when countries adapt to structural change and new skill demands), public employment service responses increasingly hinge on skill-anticipation systems, long-term reskilling pathways, and coordinated approaches to structural change, although preparedness for this phase is generally weakest, particularly in low- and middle-income settings.

Taken together, the evidence underscores that public employment services can be powerful institutions for strengthening labor market resilience. However, their impact is bounded by the maturity of social protection systems, the availability of active and passive labor market policies, and their operational and analytical capabilities. Where public employment services have sufficient coverage, resources, institutional flexibility, and well-developed partnerships, they are able to help mitigate employment losses, accelerate reemployment, and support structural transitions in response to shocks as diverse as environmental disasters, financial crises, technological change, and the energy transition. On the other hand, where capacity constraints are substantial—whether due to high informality, limited fiscal space, or gaps in digital infrastructure and skills—responses tend to be narrower, more fragmented, and less effective in reaching vulnerable groups. The analysis, therefore, highlights both the importance of public employment services in managing shock-induced labor market disruptions and the need for continued in-

vestment in institutional capability, skill development systems, and social protection architecture to ensure that labor markets can withstand future shocks and adapt in ways that are inclusive, efficient, and sustainable.

Section 4.2 of this chapter introduces the conceptual framework for labor market resilience, presents five different types of shocks that are relevant for labor markets, and discusses the role of public employment services in strengthening resilience in the face of shocks. Section 4.3 reviews how public employment services are responding in practice, drawing on evidence from the World of PES Survey 2024 and examples of the responses of these services to environmental shocks, financial crises, the COVID-19 pandemic, technological change, the energy transition, and global trade shocks. Section 4.4 concludes by synthesizing the main findings and reflecting on the implications for strengthening public employment service preparedness, policy capability, and institutional resilience in an era of increasing labor market volatility.

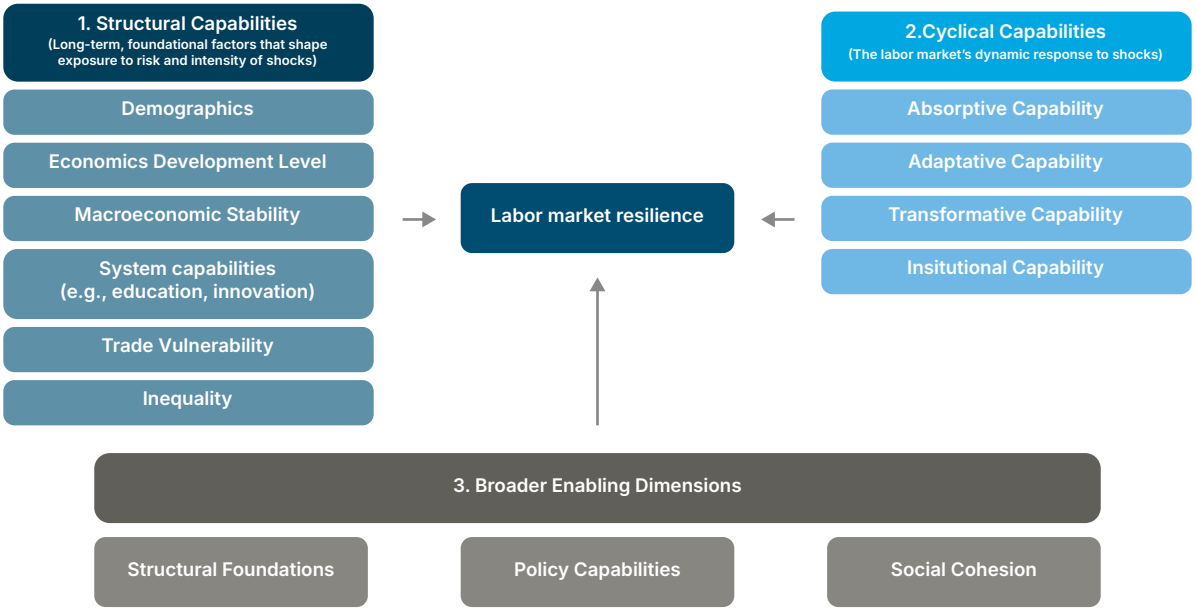
4.2 Resilience in the Labor Market

This section provides a conceptual foundation to understand how labor markets respond to shocks and the role that public employment services can play in strengthening resilience. It begins with a framework for labor market resilience, highlighting the structural and cyclical capabilities that enable economies to withstand, absorb, and adapt to shocks. It then explains why shocks matter for resilience by outlining the mechanisms through which different types of shocks affect employment, wages, productivity, and vulnerable groups. The section concludes by discussing how labor market policies can shape these responses and describing how public employment services can mediate the relationship between shocks and labor markets through their functions across the absorption, adaptation, and transformation phases of labor market resilience.

4.2.1 What Is Labor Market Resilience?

In line with the Global Labour Resilience Index (GLRI), labor market resilience refers to a country's overarching capability to withstand, adapt to, and recover from disruptions, regardless of their nature, while maintaining employment, productivity, and inclusion. As illustrated in Figure 4.1, such labor market resilience rests on two interrelated pillars: structural capabilities and cyclical capabilities, supported by broader systemic foundations (Whiteshield Partners, 2021).

FIGURE 4.1 CONCEPTUAL FRAMEWORK FOR LABOR MARKET RESILIENCE



Source: Adapted from the Global Labour Resilience Index (Whiteshield, 2021).

Structural capabilities reflect the long-term, foundational characteristics that shape a country's exposure to risk and condition the intensity of shocks. These include demographic structures, level of economic development, macroeconomic stability, system capabilities (e.g., education and innovation capacity), trade vulnerability, and inequality. Because these characteristics differ across countries, the same shock can produce markedly different labor market outcomes.

These factors also interact with external shocks to either amplify or mitigate their effects. For example, for pandemic-related supply and demand shocks, structural capability is influenced by the state of the public healthcare system and the share of teleworkable jobs; for environmental shocks, it is shaped by a country's vulnerability to extreme weather events; and for technology shocks—such as automation and artificial intelligence (AI) — it depends on a country's level of digital readiness, skills, and economic development.

Cyclical capabilities capture the labor market's dynamic response once shocks occur. They encompass absorptive capability (the ability to contain the shock and minimize damage to jobs and workers), adaptive capability (the ability to recover quickly and generate new employment opportunities), transformative capability (the ability to align with long-term trends and turn structural changes into opportunities), and institutional capability (a cross-cutting enabler that supports effective governance and policy responses across all phases of disruption).

These pillars are complemented by three broader systemic foundations used in the GLRI to benchmark resilience across countries: structural foundations (e.g., economic complexity, education, digital infrastructure, and the regulatory environment); policy capabilities (e.g., active labor market policies, social protection, and crisis response mechanisms); and social cohesion (e.g., institutional trust, income equality, and inclusive labor force participation) (Box 4.1).

BOX 4.1 GLOBAL LABOR MARKET RESILIENCE INDEX

According to the Global Labor Market Resilience Index, Europe stands out as the most resilient region, with countries such as Switzerland, Germany, Denmark, and the Netherlands ranking at the top. These nations benefit from strong structural foundations, inclusive labor markets, and robust institutional capabilities. Western European countries generally outperform those in Eastern Europe, where some countries still face challenges in adaptive and transformative capabilities.

North America shows high resilience, particularly the United States and Canada. The United States scores well in innovation and labor market flexibility. Canada demonstrates balanced performance across all dimensions, but particularly in institutional capability and inclusiveness.

Asia-Pacific presents a mixed picture. Advanced economies such as Singapore, South Korea, and Japan rank highly in labor market resilience due to strong digital infrastructure and responsive policy frameworks. However, emerging economies such as India and Indonesia face structural vulnerabilities, including limited social protection and high informality, which reduce their overall labor market resilience.

Latin America and the Caribbean shows moderate resilience. Countries such as Chile and Costa Rica perform relatively well in policy capabilities, but the region as a whole struggles with inequality and widespread informality. Larger economies such as Brazil and Mexico have notable room for improvement, particularly in structural and transformative capabilities.

The Middle East and Africa generally rank lower in resilience. The United Arab Emirates and Israel are regional leaders, supported by economic diversification and sustained investment in human capital. In contrast, many sub-Saharan African countries face significant structural challenges, such as low economic complexity and limited institutional capacity, which hinder their ability to respond effectively to labor market disruptions.

Source: Whiteshield Partners (2021).

4.2.2 Shocks and Labor Market Resilience

Resilience is particularly important because labor markets are continuously exposed to shocks that disrupt production, reconfigure labor demand, and affect the livelihoods of workers. Broadly, five types of shocks are particularly relevant for labor markets:

- Supply-side shocks,[1] including extreme weather events, natural disasters, and geopolitical conflicts, can interrupt production by damaging infrastructure, altering production costs, limiting access to inputs, and restricting worker mobility. These shocks often force firms to halt operations, reduce working hours, or lay off employees. Extreme weather events, for example, can reduce agricultural output, damage infrastructure, decrease productivity, and destabilize energy supply—all of which can lead to negative labor market effects.
- Demand-side shocks, such as recessions and financial crises, can depress consumption and investment, leading firms to slow hiring, cut hours, or lay off workers. For example, the 2008 global financial crisis led to a sharp contraction in global GDP and a severe job crisis, with unemployment increasing sharply, labor productivity declining, and wages stagnating or declining. Such shocks can also trigger long-term scarring effects such as higher long-term unemployment, skill losses, and a shift toward low-productivity informal activities.
- Combined supply–demand shocks, such as the COVID-19 pandemic, can simultaneously constrain production and weaken aggregate demand. The pandemic and its associated lockdowns caused a sharp, sudden decline in hours worked, reductions in hiring, and sector-specific collapses in employment, particularly in contact-intensive hospitality, arts, and entertainment, as well as in sectors highly integrated in global value chains such as many manufacturing industries. Labor supply was further restricted by school closures, impeded migration, and limited mobility. Informal workers and microenterprises were disproportionately affected, increasing poverty risks in the absence of social protection systems.
- Technological shocks, including digitalization, automation, AI, and the energy transition, can restructure job tasks, affect the organization of production, and alter skill requirements. They create new labor-intensive tasks but also displace workers whose skills become obsolete. The uneven diffusion of digital technologies—across countries and across firms within countries—contributes to variation in productivity gains, skill gaps, and the employment impact of technological change. The energy transition similarly entails job destruction in fossil-fuel sectors and job creation in clean energy, accompanied by substantial reallocation pressures and skill adaptation needs.

1 In this chapter, the terms "supply-side shocks" and "demand-side shocks" refer to disruptions affecting the overall economy (aggregate supply and demand), and not to labor supply or labor demand specifically.

- Global trade shocks, driven by increased export and import exposure or shifts in trade policy, can reduce employment in exposed sectors. Displaced workers often face wage declines and limited reabsorption into more competitive industries, particularly when working in routine or lower-skilled occupations.

While these shocks differ in origin, their labor market consequences follow common patterns. They can influence employment, wages, and labor productivity; their effects can vary across areas, sectors, and demographic groups; and they tend to affect vulnerable workers more severely. Differences also exist in the time perspective, as some shocks will have mainly a significant short-term impact on labor markets, while others are likely to engender long-term structural changes.

4.2.3 The Role of Public Employment Services in Strengthening Resilience to Shocks

While structural and cyclical capabilities shape the overall resilience of labor markets, the ability to intervene operationally in the face of disruptions depends on effective labor market institutions. Among these, public employment services are one of the main institutional actors[2] that mediate the relationship between shocks and labor market resilience.

Labor markets are typically characterized by numerous market failures, including information asymmetries and externalities, which can lead to inefficient allocation of resources. These failures often result in oversupply or shortage of labor, skill-related mismatches between workers and jobs, insufficient skill levels in the workforce, and low wages. In many developing countries, these inefficiencies are intensified by weak market institutions and underdeveloped economic structures, generating more pronounced welfare losses. Such market failures limit the capacity of labor markets to self-correct in the presence of shocks. Consequently, labor market policies play a critical role in strengthening resilience, correcting imbalances, and promoting more equitable and efficient labor market outcomes.

Broadly, two types of labor market policies can be used to mitigate the negative effects of shocks. Active labor market policies (ALMPs)—such as training, employment incentives, direct job creation, subsidized employment, entrepreneurship support, counseling, and matching ser-

2 Other main institutional actors include: ministries of labor and finance (policy design, budgeting, emergency measures); unemployment insurance and social protection agencies (income support and activation linkages); education and training systems—public TVET providers, apprenticeship authorities, and sector skills councils (re-/upskilling); private employment agencies and online platforms (additional matching capacity); employer associations and trade unions (workplace adaptation, coordination, and information flows); local and regional governments/economic development agencies (place-based coordination); immigration authorities (mobility solutions); national statistical offices and labor-market observatories (data); and NGOs/community organizations (outreach to vulnerable groups).

vices—seek to improve employability and facilitate transitions. Passive labor market policies (PLMPs)—including unemployment benefits, redundancy payments, non-contributory transfers, and job retention schemes—aim to protect the incomes of workers and help stabilize demand.

Within this landscape, public employment services are among the primary institutions that translate these labor market policy tools into practice. As part of their core mandate, they respond to the business cycle and to ongoing economic restructuring, continually adapting their approach to meet the changing needs of workers and employers. Shocks place additional pressure on public employment services: depending on the nature of the disruption, rapid reaction is essential, as large numbers of individuals and firms may require support at once and programs must be quickly adjusted. Historically, public employment services have played a central role during economic crises and have responded to a wide range of shocks. Their functions shift across the absorption, adaptation, and transformation phases that make up the cyclical capabilities of resilience, positioning them at the center of labor markets' capacity to respond effectively to disruptions.

Absorption Phase

In this phase, public employment services can play a critical role in administering income replacement schemes that help mitigate the immediate negative effects of the shock on labor demand. The primary policy tools are unemployment benefits and job retention schemes, although these are mostly available in more advanced economies. Unemployment benefits temporarily compensate for lost income and support flexibility and efficient matching in the labor market, while job retention schemes are used when economic activity is expected to resume shortly, helping to limit labor market fluctuation costs. However, coverage of these instruments remains limited in many low- and middle-income countries — particularly in Latin America and the Caribbean, where unemployment insurance either does not exist or reaches only a small share of the workforce. In some cases, public employment services are also involved in activating social protection measures, such as means-tested cash transfers, and in implementing temporary employment programs for vulnerable groups that have been negatively affected by the shock, thereby linking income replacement with work.

Managing these functions can be particularly challenging during shocks, as the number of beneficiaries often increases sharply, schemes may need to be adapted, and eligibility rules may change. Integrating activating elements into safety nets and transfers—thus directly combining passive and active measures—becomes especially relevant under such conditions. These elements need to be well designed, as activation requirements are challenging to implement in the regular labor market in a context of lower labor demand. Other income replacement schemes,

such as early retirement or health-related benefits, may also be activated by key stakeholders depending on the nature of the shock, although these are generally not administered by public employment services.

Adaptation Phase

In the adaptation phase after a shock, public employment services shift their focus from emergency relief to facilitating reemployment and helping the labor market recover quickly. Their core function becomes supporting both displaced workers and employers as economic activity resumes, with an emphasis on smoothing labor market transitions and creating new jobs to replace those lost. Public employment services can deploy rapid-response mechanisms to meet these needs, drawing on a range of recovery tools such as wage subsidies, hiring incentives, short-term training, public works programs and other direct job creation programs, and crisis-specific measures, including accelerated apprenticeship schemes, start-up grants for unemployed entrepreneurs, tax breaks for hiring long-term job seekers, and social security contribution exemptions. Besides ALMPs implemented by public employment services, governments may put in place economic stimulus programs.

Operational strategies in this phase prioritize enhanced job matching and proactive employer outreach. Public employment services can intensify job placement activities and strengthen connections with businesses through digital tools such as virtual job fairs, SMS and email vacancy alerts, sector committees, and employer hotlines. They can also collaborate with business associations to identify emerging labor demand. By combining matching services with training and targeted support measures, public employment services can help labor markets adjust more rapidly and effectively as recovery takes hold.

Transformation Phase

Finally, in the transformation phase of a crisis, public employment services move beyond reactive support measures and take on a more proactive role in supporting structural change. They can help align labor markets with long-term trends by using labor market intelligence to anticipate skill needs, facilitating reskilling in high-growth sectors, and offering training and career guidance. These services can be extended not only to job seekers but also to employed workers, enabling voluntary transitions into fast-growing industries and upskilling workers at risk of being dismissed. Policy tools in this phase can include training bundled with wage subsidies and hiring incentives, complemented by job counseling and income support to help workers move

into emerging sectors. Many public employment services incorporate digital upskilling into their transformation strategies and provide start-up grants and entrepreneurship schemes to support new business creation in emerging or growing sectors.

Operational strategies during this phase focus on improving institutional agility. Public employment services can expand digital services—such as online registration, remote counseling, and automated job matching—while ensuring that these tools remain accessible to individuals with limited access to technology and low digital skills. Maintaining a human-centered approach is essential to preserve inclusiveness, even as digital innovation frees up staff capacity for more targeted support. Through these combined measures, public employment services can enhance the labor market's ability to adapt to long-term structural change. In addition, public employment services will benefit from forging strategic partnerships at sectoral and regional levels to address structural issues.

Figure 4.2 summarizes the full range of primary policy tools and organizational strategies deployed by public employment services in each phase. The figure reflects the combination of passive and active measures required throughout the shock cycle—from income protection to job matching, long-term training, and structural adjustment.

FIGURE 4.2 MAIN POLICY TOOLS AND OPERATIONAL STRATEGIES OF PUBLIC EMPLOYMENT SERVICES TO SUPPORT LABOR MARKET RESILIENCE



Source: Prepared by the authors.
Note: Italicized text indicates the policy tools most relevant in that phase.

4.3 What Role Do Public Employment Services Play in Supporting Labor Market Resilience?

This section examines how public employment services around the world are using policy tools and operational strategies to promote labor market resilience and respond to shocks. It first draws on insights from the World of PES Survey 2024 to describe empirical patterns of institutional capacity across different regions and discusses the implications for their ability to respond to shocks during the absorption, adaptation, and transformation phases. Following this, examples are presented illustrating the active role of public employment services during different types of shocks, including those driven by demand-side disruptions, supply-side shocks, technological change, and global trade shocks.

4.3.1 Global Patterns in Public Employment Service Capacity: Insights from the World of PES Survey 2024

Public employment service capacity varies widely across regions and income levels. The World of PES Survey provides a comparative overview of the availability and use of policy tools, operational strategies, and institutional arrangements across regions, offering a rough proxy for countries' preparedness to cope with shocks in terms of the availability and use of these tools and measures.

Absorption Phase

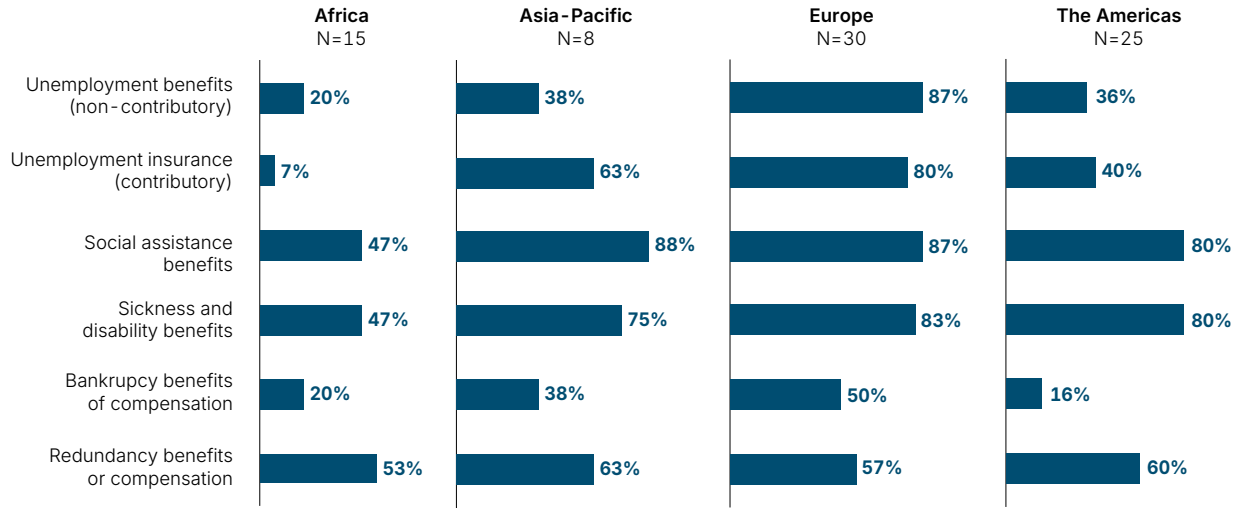
- **Policy tools**

In most of the 78 countries covered by the World of PES Survey, public employment services play a central role in administering income-replacement schemes that are critical during the absorption phase of a shock. As highlighted in Figure 4.3, 53 percent of public employment services play a role in administering or ensuring the conditions for non-contributory unemployment benefits, while 51 percent are involved in contributory unemployment insurance. At the same time, it is important to note that the institutional maturity and generosity of these unemployment benefit systems vary widely across regions, even among developed-economy members of the OECD (Langenbucher, 2015). In low- and middle-income economies, the effectiveness of unemployment protection is shaped by the size of the formal sector. In countries where informality dominates (such as large parts of sub-Saharan Africa), access to unemployment policies is limited, meaning that, even when public employment services have a formal administrative mandate, the stabilizing effect of such schemes during shocks is likely to remain marginal.

The involvement of public employment services extends beyond unemployment benefits to several other forms of income support that become particularly salient when mass dismissals occur due to shocks. About a third of the surveyed public employment services (32 percent) administer or ensure conditions for bankruptcy benefits or compensation, while over half (57 percent) play a similar role for redundancy benefits and compensation. In addition, 77 percent report responsibilities related to social assistance benefits, which often serve as a de facto unemployment protection mechanism in countries without contributory insurance. 74 percent are involved in sickness and disability benefits, which become especially relevant during health-related shocks, such as pandemics.

Regional differences mirror the broader patterns of labor market resilience, as was discussed in Box 4.1. Public employment services in Europe report the highest involvement across virtually all income-replacement mechanisms, followed by services in Asia-Pacific, where a wide range of programs coexist.

FIGURE 4.3 SHARE OF PUBLIC EMPLOYMENT SERVICES INVOLVED IN ADMINISTERING OR ENSURING THE CONDITIONS OF INCOME-REPLACEMENT SCHEMES, BY REGION (PERCENT)



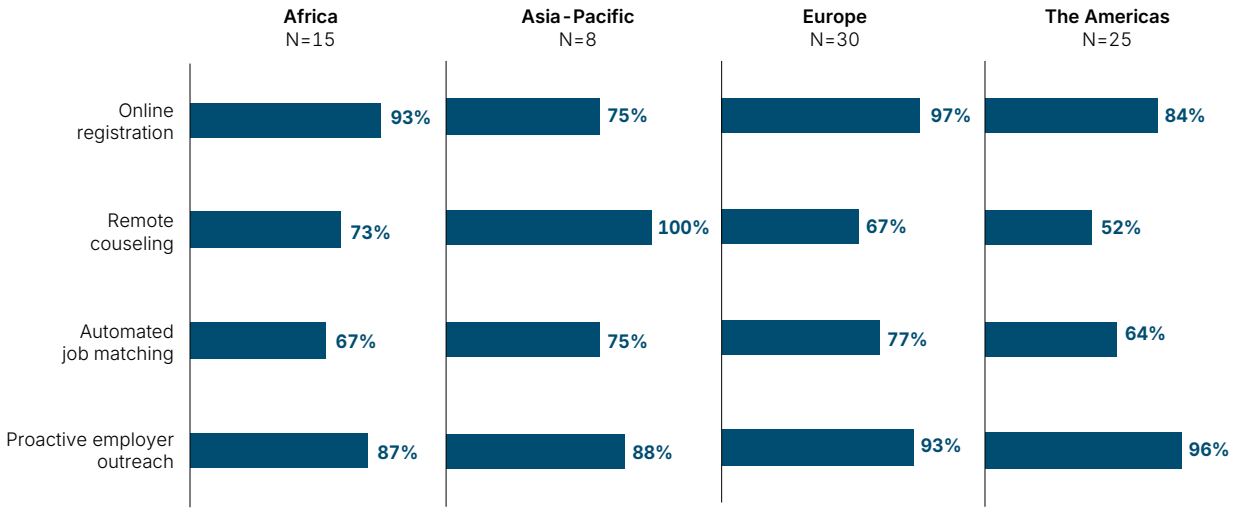
Source: World of PES Survey, 2024.
Note: N=78.

- **Operational strategies**

During the absorption phase of a shock, the effectiveness of public employment services depends not only on the availability of income-replacement schemes but also on their operational capacity to respond quickly and at scale.

The survey data shows that most public employment services have already invested in digital infrastructure that enables rapid service delivery. Across the 78 respondents, 91 percent reported having online registration systems in place (through online job seeker registration and/or profile creation) that allow job seekers and affected workers to enroll remotely and avoid bottlenecks during periods of mass displacement (Figure 4.4). Remote counseling, available through 64 percent of public employment services, further supports continuity of services when in-person interactions are constrained, as was widely observed during the COVID-19 pandemic. Automated job-matching systems—reported by 73 percent of public employment services—also enable faster intermediation by linking job seekers to available vacancies, an important feature if high volumes of displaced workers require assistance.

FIGURE 4.4 EXAMPLES OF KEY PUBLIC EMPLOYMENT SERVICE OPERATIONAL STRATEGIES RELEVANT FOR THE ABSORPTION PHASE



Source: World of PES Survey, 2024.
Note: N=78.

However, it is important to note that although these systems exist in many countries, their actual usage may vary. Differences in Internet connectivity, digital literacy among job seekers and employers, and uneven access to devices can constrain the reach of digital public employment service channels—particularly in regions where informal work dominates and vulnerable groups

are less digitally connected. Nevertheless, the COVID-19 pandemic accelerated digitalization across all regions, prompting public employment services to expand online platforms, streamline registration processes, and introduce remote service modalities that now form part of their permanent operational structures.

Communication capacity also becomes critical in the aftermath of a shock. The vast majority of public employment services (91 percent) reported having mechanisms to proactively reach out to employers. These systems allow for gathering real-time information on layoffs, restructuring, and emerging vacancies. By maintaining direct contact channels with employers, public employment services can coordinate responses more effectively, communicate available schemes such as job retention measures, and identify opportunities for reemployment.

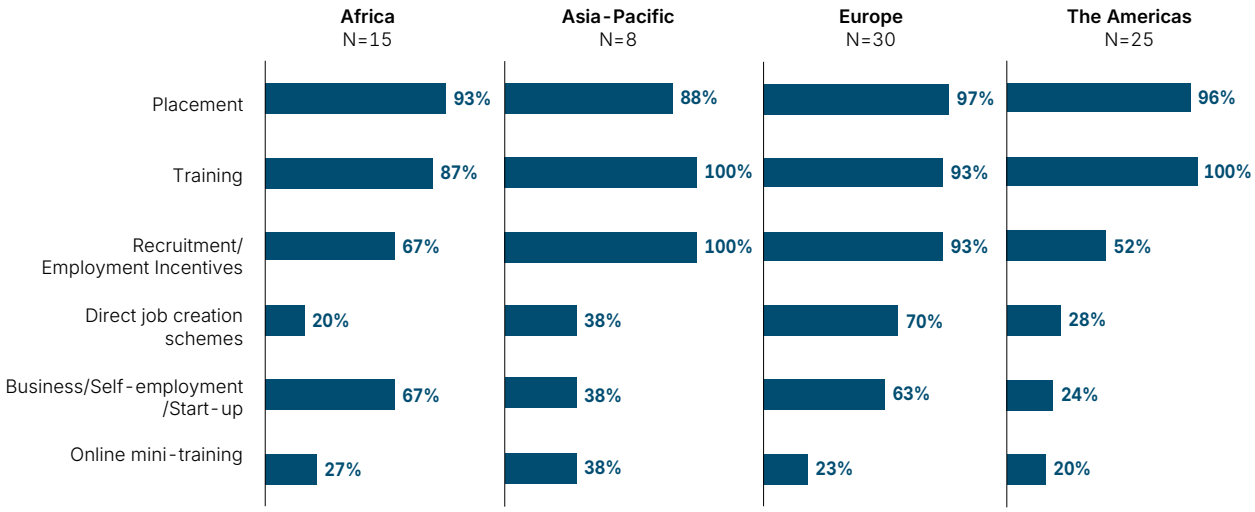
Adaptation Phase

- **Policy tools**

During the adaptation phase, public employment services shift their focus from emergency income protection to facilitating reemployment, supporting labor reallocation, and preventing long-term scarring. The survey results indicate that, across regions, public employment service vary considerably in their preparedness to deploy the range of labor market measures required during this phase, but most institutions possess at least some elements needed to support recovery.

As firms restart production and labor demand gradually returns, assisting displaced workers in re-entering employment becomes one of the primary functions of public employment services. As highlighted in Figure 4.5, nearly all the services surveyed reported involvement in job-placement activities. However, effective placement often requires addressing the skill constraints that emerge when workers who have experienced layoffs face new job requirements, or when recovering sectors demand different skills from those used in pre-shock employment. Accordingly, the survey shows that 95 percent of public employment services are engaged in providing training, which is a critical tool for restoring employability.

FIGURE 4.5 SHARE OF PUBLIC EMPLOYMENT SERVICES INVOLVED IN PROVIDING, CONTRACTING, OR COORDINATING ACTIVE LABOR MARKET POLICIES AND PLACEMENT SERVICES, BY REGION (PERCENT)



Source: World of PES Survey, 2024.
Note: N=78.

Recruitment and employment incentives, facilitated by 76 percent of public employment services, serve as another critical ALMP by reducing hiring costs for employers and encouraging them to absorb displaced workers more rapidly, particularly those facing barriers to re-entry such as older workers, the long-term unemployed, and disadvantaged young people.

Direct job creation programs remain less common among public employment services, with only 44 percent reporting a role in their implementation. Business start-up and self-employment support—which also play a role in recovery, especially for workers in regions with limited formal employment or among groups with entrepreneurial potential—is available through 49 percent of public employment services.

Regional comparisons reveal strong variation. Public employment services in Europe and North America present the most comprehensive suite of ALMPs, including employment incentives and direct job creation programs. Public employment services in Africa, although less equipped with job creation schemes, are substantially more likely to offer entrepreneurship support than their Latin American and Caribbean counterparts. This is related to the low share of wage employment in the labor markets of sub-Saharan Africa.

Public employment services are also critical during the adaptation phase. Two-thirds of those surveyed reported having established services to provide advice on labor market trends for job seekers and employers. Such services become increasingly important when job seekers

need to navigate unfamiliar labor market conditions, and when firms require support to adjust recruitment strategies in the aftermath of shocks. For employers, public employment service support extends into areas such as legal compliance, support with human resources policies and processes (implemented by 79 percent of public employment services), and support for employer-provided training (27 percent).

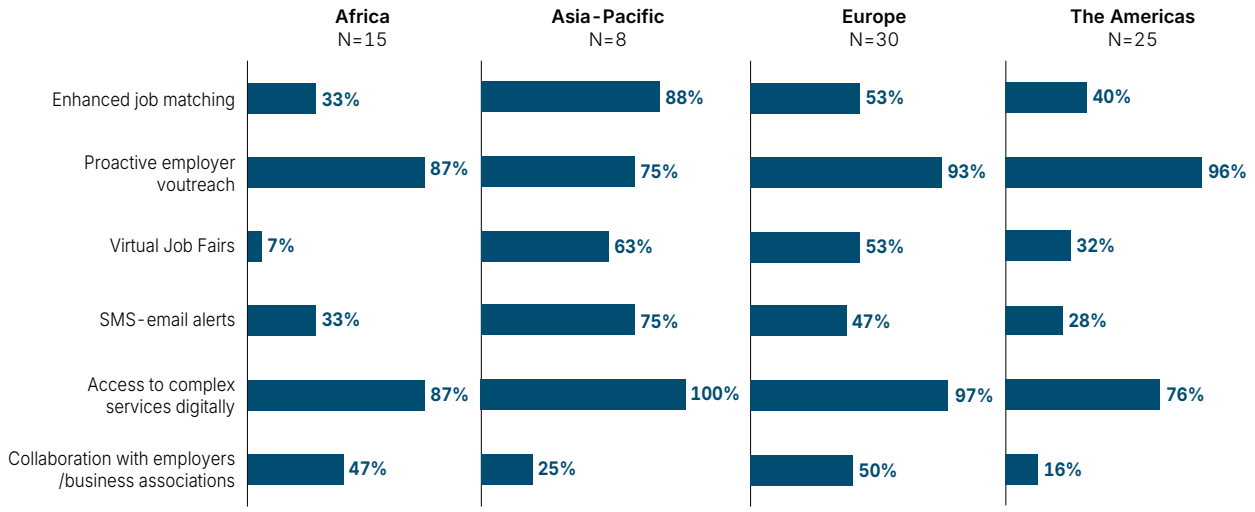
- **Operational strategies**

Operational strategies during the adaptation phase are shaped by the need to manage a temporarily inflated caseload of job seekers while remaining responsive to evolving employer demand. In many cases, partnering with specialists and private employment agencies is a valuable approach to expand public employment service operational capacity (OECD, 2022; OECD et al., 2024). This form of capacity outsourcing can be particularly relevant for public employment services in lower- and middle-income countries that are hampered by staffing or budget constraints.

Digitization continues to play a prominent role in the operational strategies of public employment services during the adaptation phase. As illustrated in Figure 4.6, approximately 89 percent of public employment services provide digital access to complex services, while 39 percent use virtual job fairs and 43 percent use SMS or email vacancy alerts, enabling rapid dissemination of information to affected workers. Enhanced job-matching tools (reported by 49 percent of public employment services) improve the efficiency of transitions by linking skill profiles with emerging job vacancies, particularly when combined with updated labor market intelligence.

Proactive employer outreach represents another important feature of public employment service readiness during the adaptation phase: 91 percent of services maintain proactive outreach systems to engage with employers, enabling them to collect information on vacancies, identify training needs, and publicize available support measures. Collaboration with employers and/or business associations, reported by 36 percent of public employment services, strengthens this channel by providing insights into emerging labor demands, especially in industries undergoing recovery or restructuring.

FIGURE 4.6 EXAMPLES OF TOOLS AND MEASURES AT THE DISPOSAL OF PUBLIC EMPLOYMENT SERVICES FOR OPERATIONAL STRATEGIES DURING THE ADAPTATION PHASE, BY REGION (PERCENT)



Source: World of PES Survey, 2024.
Note: N=78.

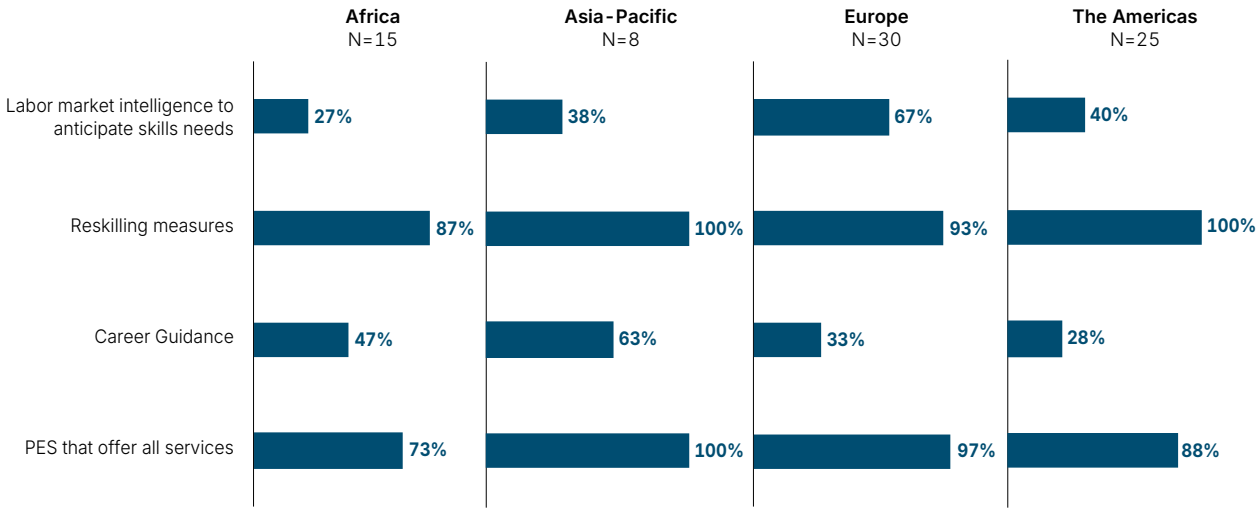
Transformation Phase

- **Policy tools**

In the transformation phase, public employment services move beyond short-term recovery efforts and take on a more forward-looking role that supports structural adjustment, long-term employability, and the reallocation of labor towards emerging sectors. Where the adaptation phase focuses on restoring employment levels and mitigating scarring, the transformation phase centers on building labor market systems that can respond to ongoing technological, demographic, environmental, and economic transitions.

Reskilling measures are the primary policy tool used during the transformation phase, reflecting the need for workers to acquire skills aligned with long-term economic trends. Nearly all surveyed public employment services (95 percent) reported involvement with such reskilling measures (Figure 4.7). Career guidance plays an equally important role in helping members of the workforce cope with changes in the demand for occupations and skills over time. However, only 37 percent of public employment services report being involved with providing such career guidance. This gap is particularly notable in high-income economies, in part because career guidance services are often delivered by other institutions outside the public employment service ecosystem.

FIGURE 4.7 POLICY TOOLS AND OPERATIONAL STRATEGIES AVAILABLE TO PUBLIC EMPLOYMENT SERVICES THAT ARE RELEVANT DURING THE TRANSFORMATION PHASE, BY REGION (PERCENT)



Source: World of PES Survey, 2024.
Note: N=78. LAC: Latin America and the Caribbean; PES: public employment services.

A defining feature of the transformation phase is the need for a combination of passive and active labor market policies to support workers and firms through longer, more complex transitions, and to enable efficient job and task reallocation. In Figure 4.6, public employment services are classified as "offer all combinations" if they provide at least one of the following active policies: (i) placement, (ii) training, (iii) recruitment/employment incentives, (iv) direct job creation schemes, or (v) business, self-employment, or start-up support (provided either directly or contracted or coordinated by the public employment service). In addition, these public employment services must offer at least one passive policy, including (i) unemployment benefits (non-contributory), (ii) unemployment insurance (contributory), (iii) social assistance benefits, (iv) bankruptcy benefits or compensation, or (v) redundancy benefits or compensation, whether administered by the public employment service or it having a responsibility to ensure adequate conditions.

The data show that 90 percent of public employment services provide such a combination of both active and passive programs. This blended approach is important to ensure that displaced workers remain attached to the labor market while developing new skills that correspond to shifting economic structures. However, this level of integration is not universal: notably, in Africa, only 73 percent of public employment services report combining at least one active and passive policy measure.

- **Operational strategies**

Many of the operational strategies and measures presented in the adaptation phase are relevant for the transformation phase—such as proactive employer outreach, collaboration with employers/business associations, and enhanced job matching. The transformation phase also demands systems that can not only disseminate information, but also generate labor market intelligence, forecast skill requirements, and support coordinated multi-actor strategies. However, only 48 percent of surveyed public employment services have access to labor market intelligence systems that would allow them to anticipate medium- and long-term needs for skills.

Moreover, this capacity is highly uneven: public employment services in Europe and North America (Canada) most frequently report using labor market intelligence, whereas most public employment services in Africa, Asia, and Latin America and the Caribbean continue to operate without such forecasting tools, restricting their ability to anticipate sectoral shifts or identify new occupations emerging from digitalization, environmental change, or economic restructuring.

4.3.2 How Are Public Employment Services Responding to Different Types of Shocks?

This analysis explores how public employment services around the world are using policy tools and promoting institutional change to respond to labor market shocks. By looking at diverse types of disruptions—including those driven by demand-side shocks (such as public health crises and environmental shocks), supply-side shocks (such as financial crises and recessions), technological change (such as digitalization, automation, AI, and the energy transition), and global trade shocks—the analysis explores how public employment services can adapt their strategies across different phases of crisis management. The section highlights that public employment services can play an important role in shaping resilient and inclusive labor market outcomes through immediate absorption measures to support displaced workers, adaptive responses that facilitate reemployment and reskilling, and transformative actions that align labor markets with long-term economic and social trends.

Supply-side Shocks: Environmental Shocks

Environmental shocks—such as floods, droughts, storms, earthquakes, and other disasters—are becoming more frequent and intense, creating abrupt disruptions to employment, income, and local economic systems. Public employment services can play a central role in mitigating these shocks, but their levels of involvement and institutional capacity vary widely across countries.

According to the World of PES Survey 2024, only a small minority of public employment services worldwide take specific actions to mitigate the employment losses from environmental shocks. Of 71 public employment services that responded, only 15 percent reported implementing specificw measures to help workers and firms transition after environmental shocks—i.e., moving people into viable jobs and sectors, not preserving jobs that are no longer productive. Most of these were in Europe—including Austria, Bulgaria, Germany, Latvia, Portugal, Romania, and Spain—with a handful of examples from Africa (Mali), Asia (Japan), Latin America and the Caribbean (Guatemala), and North America (Canada).

The main response to environmental shocks has typically been compensation for lost income. However, the choice of social protection scheme depends on the institutional and policy context and the economic development level. In high-income economies, public employment services with well-developed unemployment benefit and job retention schemes can adjust and scale these mechanisms to respond to disasters. For example, workers affected by natural disasters in the United States, Chile, Australia, New Zealand, Japan, and Turkey have access to unemployment or short-time work benefits that can cushion immediate income losses (Venn, 2012). These systems are frequently adapted to ease access during emergency periods. New Zealand, for instance, has waived standard waiting periods and job search requirements, while Australia has exempted affected workers from activation obligations. Japan has extended unemployment benefits in severely affected regions and implemented job retention programs following major earthquakes and typhoons (Hamaguchi, 2020). The United States established a dedicated Disaster Unemployment Assistance (DUA) Program in 1970 that provides up to 26 weeks of support for workers whose employment is directly disrupted by disasters,[3] while Australia's Disaster Income Recovery Subsidy provides equivalent income support for up to 13 weeks (Venn, 2012).[4] In Europe, job retention schemes such as short-time work have also been mobilized to buffer employment losses after extreme events. Following the floods in Central Europe in 2013, for instance, unemployment rose by up to 17 percent, but only in regions lacking robust programs (Fournier Gabiela and Sarmiento, 2020). High-income economies have also implemented temporary direct job creation schemes to offer employment until regular labor market activity recovers, although these schemes tend to be relatively limited in duration and scope (Venn, 2012).

3 U.S. Department of Labor, "Disaster Employment Assistance (DUA)," available at https://www.usa.gov/disaster-unemployment (accessed 1 August 2025).

4 See also Services Australia, "Understanding Government Disaster Support," available at https://www.servicesaustralia.gov.au/understanding-government-disaster-support?context=60042#:~:text=DRA%20is%20a%20short%20term,date%20you%20started%20losing%20income.&text=To%20get%20AGDRP%20or%20DRA,or%20meet%20other%20residence%20rules (accessed 16 December 2025).

In lower- and lower-middle-income contexts, the institutional landscape is often different, and public employment services frequently lack access to contribution-based unemployment insurance systems that can be adjusted during shocks. Instead, safety net programs — such as cash transfers, food aid, and public works—often serve as the primary mechanisms to stabilize incomes and reduce vulnerability. For example, in Africa, where informality is high and formal unemployment insurance is rare, the primary response to environmental shocks to support persons affected by disasters has been cash transfers and public works (a temporary employment program) and food support (World Bank, 2019). These programs are mostly already in place and are scaled up during a natural disaster; otherwise, separate programs are set up to be activated in emergencies. Several countries in the Sahel, including Burkina Faso, Mali, Mauritania, Niger, and Senegal, have been testing adaptive social protection mechanisms that deliver temporary transfers to households affected by droughts, flooding, and other environmental shocks. However, public employment services typically have limited involvement in the management of these schemes, as responsibility often lies with other institutional bodies.

In Latin America and the Caribbean, unemployment benefit schemes are rare, constraining the ability of public employment services to use these income support tools. Chile represents a notable exception; after the 2010 earthquake, eligibility criteria for unemployment benefits were relaxed and two extra payments from the Solidarity Fund were allowed to support affected individuals (Venn, 2012). More often, governments in Latin America and the Caribbean rely on special safety net programs, in addition to regular ones, that have been set up to reach vulnerable populations following economic shocks. El Salvador and Peru, for example, expanded beneficiary lists for existing social protection programs in response to droughts, floods, and hurricanes in 2017 and 2018, while Mexico's Oportunidades Program accelerated scheduled cash transfers to provide earlier relief following disasters. Although evaluations show short-term positive impacts, these programs often remain ad hoc and fragmented, and, overall, countries in the region are poorly prepared to respond effectively (Bagolle , Costella, and Goyeneche, 2023).

Other responses to natural disasters include setting up temporary labor-intensive job creation programs. These schemes—implemented in countries such as Haiti, Indonesia, Nepal, and Ethiopia—provide short-term employment to affected workers following extreme weather events or natural disasters. Funding is often provided by international donors, and public employment services may serve as implementing partners for such ad hoc programs (Baptista et al., 2024).

During the adaptation phase, the focus shifts from emergency relief to reemployment and adjustment. Temporary, labor-intensive job creation programs established in the absorption phase may continue to be relevant if the jobs evolve into more regular employment opportunities once reconstruction activities begin to stabilize. Public employment services may also play a role by providing services that promote the geographic mobility of affected populations, linking

them to job opportunities in areas that have been less impacted by the disaster. They may also support the revitalization of economic activity by coordinating with ministries, municipalities, or international donors to provide financial support in affected regions or identify employment opportunities linked to reconstruction, local development, or emerging sectors. However, evidence suggests that this type of support is often carried out in an ad hoc manner, with limited strategic coordination or long-term planning.

In the transformation phase, the focus shifts to addressing intermediate- and long-term structural challenges. To reduce vulnerability from environmental shocks and increase resilience, some countries are taking proactive steps, including promoting biodiversity, undertaking reforestation to prevent desertification, advancing economic diversification, and supporting the adoption and use of new technologies. In principle, public employment services, and the broader employment policy ecosystem, can support these transformative activities, although there are only a few examples of actual public employment service involvement in such programs.

The Moroccan public employment service (ANAPEC) provides an example of active involvement through its activities related to the government's program on climate resilient jobs. One specific project, ProAgro Maroc, offers information services, skill development, and the promotion of entrepreneurship in sustainable agriculture—including the use of digital tools for agribusiness. An example of a passive employment program is Brazil's Seguro Defeso – Pescador Artesanal, which provides unemployment insurance to fishermen during the Paraguay River drainage basin's fish reproduction season, aligning income protection with the sustainable use of natural resources (Baptista et al., 2024). Many local initiatives also promote climate resilient jobs and protect natural capital through Brazil's Payment for Ecosystem Services Program. Although not traditionally viewed as public employment service initiatives, these programs offer inspiration for new employment models. Evaluations of such programs show positive effects on livelihoods, land use, income, and governance, yet reveal limited attention to human, social, and institutional capital (Hejnowicz et al., 2014).

Across all the phases of responding to environmental shocks, operational strategies provide an important foundation for the effectiveness of public employment services. Collaboration with various stakeholders at national and local levels—including municipal authorities, ministries, nongovernmental organizations (NGOs), international donors, and training institutions—is critical, especially in contexts where public employment services do not directly manage social protection systems. For example, World of PES Survey 2024 responses from African public employment services (n=9) emphasized a specific focus on implementing activities in collaboration with international donors and development agencies, including international NGOs and consultancies, as well as national NGOs. Examples of national NGOs involved include MaliFolkcenter and the Association Jeunes Volontaires de l'Environnement (JVE-Mali).

Overall, environmental shocks expose disparities in institutional preparedness and highlight the importance of expanding public employment service capability to manage environmental crises. Advanced economies often rely on established unemployment insurance and job retention systems to cushion labor market impacts, while lower-income countries depend on social protection scale-ups and donor-funded public works. Transformative responses—those that reduce long-term vulnerability and strengthen resilience—remain limited but demonstrate the potential for public employment services to contribute more strategically over the longer term.

Demand-side Shocks: The Financial Crisis and the Great Recession

The 2008–2009 global financial crisis remains one of the most thoroughly documented large-scale demand-side shock in the public employment services literature, and offers an instructive case study for understanding how public employment services can respond to sharp contractions in labor demand. It differed from earlier shocks in both its suddenness and scope, compelling governments to respond with unusual speed and breadth. Unlike earlier crises, governments complemented conventional fiscal and monetary stimulus measures with labor market policies aimed at preserving links between workers and jobs, sustaining labor demand, and protecting incomes. Public employment services played a central role in implementing these measures during the absorption, adaptation, and transformation phases. Although these services in high-income countries generally implemented more comprehensive packages, many in middle- and low-income countries also offered wide-ranging interventions (Banerji et al., 2014).

In the absorption phase, public employment service interventions focused on cushioning the immediate negative effects of job and income losses through three main strategies: preserving employment relationships, protecting household incomes, and creating jobs to absorb displaced workers. The specific mix of policy choices often reflected the severity of the crisis and the labor market context preceding it,[5] as well as the institutional context and available fiscal capacity.

In high-income countries, the steps taken by public employment services to preserve employment relationships often included short-time work arrangements managed through unemployment insurance (as in Germany) and partial unemployment schemes (France and Belgium), or retraining subsidies (South Korea). Wage subsidies were also used both to retain workers (Japan) and stimulate hiring (United States) (ILO, 2009). In middle-income countries, interven-

5 For example, the widespread use of the short-time work scheme in Germany during the global financial crisis was linked to previous signs of labor shortages.

tions included the reactivation of short-time work schemes (Mexico), the rollout of targeted wage subsidies (Chile and Turkey), the easing of credit for businesses (China), and combined work-and-training programs to preserve labor force attachment (Mauritius) (Banerji et al., 2014).

The main measures used by public employment services to protect household income in high-income countries—where contributory unemployment insurance is widespread—involved extending benefit duration and eligibility. Over 80 percent of these countries relied on this approach, which helped stabilize household incomes and sustain demand (Banerji et al., 2014; Verick and Islam, 2010). In low- and middle-income countries, the predominance of informal work meant that unemployment insurance covered only a small minority of workers. Instead, public employment services often relied on cash transfers and social assistance scale-ups. For example, Brazil and Colombia expanded existing cash-transfer systems, while Argentina and El Salvador broadened non-contributory pensions and health insurance. Other countries deployed in-kind transfers, targeted subsidies, or temporary cash payments to vulnerable populations, as seen in Kenya's household support programs and various food-subsidy schemes across Africa and Latin America and the Caribbean (Banerji et al., 2014).

The third strategy—creating jobs to absorb displaced workers—was important in low- and middle-income countries, where many public employment services relied on temporary labor-intensive employment programs to provide immediate relief. Some countries, such as Mexico and South Africa, expanded existing initiatives, while others, such as Kenya, introduced new schemes to absorb displaced workers. The speed of implementation varied considerably: countries with preexisting public works could scale up relatively quickly, whereas those designing new programs often faced implementation delays, limiting their effectiveness—as seen in El Salvador, where the main program only began in 2011 (Banerji et al., 2014). In contrast, in high-income countries, public employment services played a comparatively marginal role (Verick and Islam, 2010).

As downturn conditions eased during the global financial crisis, public employment services shifted into the adaptation phase, moving their focus from emergency support to reemployment and labor market adjustment. Passive measures such as wage subsidies and public works often remained in place, but emphasis was increasingly placed on active measures, such as employment services and training. In high-income countries such as France, Spain, and the United Kingdom, public employment services introduced wage subsidies or reduced employers' social security contributions to stimulate hiring, frequently targeting small firms or disadvantaged groups (Banerji et al., 2014; OECD, 2010). As labor demand slowly recovered, core employment service functions, such as counseling, job-search assistance, and vacancy intermediation, regained relevance after being constrained earlier by the scarcity of job openings. In many low- and middle-income countries. However, limited institutional capacity and labor market coverage often reduced the effectiveness of such services (Banerji et al., 2014).

Training was also a prominent tool during this phase. In high-income countries, many public employment services expanded training schemes or paired them with short-term work programs, allowing workers to develop new skills while staying in the labor force. These measures helped counteract skill obsolescence and prepared workers for sectors that were recovering more quickly. In contrast, training in lower-income regions tended to be limited by underfunding, weaker training ecosystems, and weaker alignment with employer needs (ILO, 2023).

In the transformation phase, as economies moved from recovery to longer-term restructuring, the focus shifted to addressing longer-term structural challenges exacerbated by the crisis. In high-income countries, these challenges included rising long-term unemployment and accelerated structural shifts, raising concerns about detachment from the labor force, as well as skill obsolescence. In this context, training and reskilling became central elements of public employment service strategies, not only to support displaced workers but also to facilitate structural labor reallocation over the longer term. Long-term measures increasingly focused on building resilient skill systems capable of responding to evolving labor market demands. Measures in high-income countries targeting the (very) long-term unemployed also included direct job creation programs, often implemented by social economy stakeholders. Box 4.2 discusses a work-and-training program in Thailand.

BOX 4.2 WORK-AND-TRAINING IN THE TRANSFORMATION PHASE: THAILAND'S TONKLA ARCHEEP

Thailand's Tonkla Archeep Program illustrates how integrated work-and-training initiatives can support structural reallocation during the transformation phase of a crisis, in this case the global financial crisis of 2008–2009. The program provided one month of intensive vocational training alongside a start-up allowance for unemployed workers and new graduates, linking skill development directly to rapid labor market re-entry. By late 2009, more than 170,000 participants had completed training and roughly 150,000 had found employment—representing a substantial share of the country's unemployed at the time. Tonkla Archeep therefore demonstrates how targeted training, when paired with active placement support, can mitigate scarring effects, accelerate matching, and contribute to productivity growth.

Operational strategies evolved across the different phases of financial crises and recessions, and institutional capability largely determined how effectively public employment services could contribute to strengthening labor market resilience. Access to adequate resources, the use of technology, flexible work organization, and partnerships to supplement capacity were all central to public employment service responses throughout the global financial crisis. Countries that were able to mobilize additional human and financial resources responded more effectively. For example, Germany and the United Kingdom expanded staffing, budgets, and counseling capacity to manage increased caseloads and scale up intermediation efforts. Flexibility in organizational structures also proved critical. Several public employment services expanded their physical presence to reach affected populations. Argentina, Cameroon, and Jordan opened new local offices, while Indonesia invested in specialized training facilities. Mobile units in Croatia, Pakistan, the Philippines, and Thailand enabled direct outreach to enterprises and displaced workers, accelerating service delivery in areas with widespread layoffs (ILO, 2009).

Innovation also emerged in service delivery modalities. South Africa expanded targeted counseling for retrenched workers, while the Philippines introduced one-stop assistance centers to streamline job search, training and the administration of benefits (ILO, 2009). Digital and mobile technologies further enhanced responsiveness. Mexico supplemented its emergency employment program with toll-free information services, Chile digitized vacancy databases and developed an online intermediation platform, and India accelerated the automation of its employment exchanges, improving both their reach and administrative efficiency (ILO, 2009). Partnerships with private employment agencies also played an important role in several countries—including the Netherlands, New Zealand, the United Kingdom, and Croatia—helping to augment matching capacity during peak periods of labor market congestion (OECD, 2021a).

These combined experiences underscore the potential of public employment services to manage large-scale demand shocks. The response to the global financial crisis demonstrated that well-designed unemployment insurance and job-retention schemes can reduce job losses, that timely training and intermediation can accelerate reemployment, and that strong institutions, digital systems, and adaptable organizational structures are critical for effective crisis response. However, the crisis and the response to it also revealed important gaps, especially in countries with high informality or limited institutional capacity, highlighting the need for more comprehensive and shock-responsive public employment services and broader labor market frameworks.

Combined Supply- and Demand-Side Shocks: The COVID-19 Pandemic

The COVID-19 pandemic produced a combination of simultaneous supply and demand shocks, disrupting global production networks, collapsing consumer demand, and restricting physical mobility through public health measures. Governments reacted rapidly, combining fiscal and monetary stimulus with labor market policies to preserve jobs, sustain demand, and protect incomes. During this period, public employment services showed high institutional adaptability, adjusting existing instruments and policy tools to meet rapidly evolving conditions.

In the absorption phase, public employment service interventions sought to contain immediate job and income losses by deploying adapted unemployment benefits, job retention schemes, safety net transfers, financial support for self-employed workers and firms, and sickness-related benefits. The precise use of measures varied across countries, reflecting differences in the maturity of social protection systems and the degree of labor market formality. In North America, unemployment benefit schemes were the primary policy tool for mitigating employment losses (Dely, Hyee, and Prinz, 2024). For example, in the United States, unemployment benefits were temporarily augmented by additional weekly federal payments twice in response to the pandemic.[6] In Europe, governments eased access to unemployment benefits, shortening qualifying periods, expanding coverage, increasing benefit levels and duration, simplifying procedures, and easing conditionality and job search requirements (Duell, 2020). Australia suspended conditionality for participation in temporary employment programs (IDB et al., 2020), and public employment services played key roles in benefit administration and activation-requirement management.

In Latin America and the Caribbean, in countries with unemployment insurance systems, public employment services helped facilitate access to income protection mechanisms. In Chile, for example, the Bolsa Nacional de Empleo developed an online portal to provide information on employment protection measures and unemployment insurance options, explaining how workers and employers could access available programs. In Colombia, the public employment service collaborated with Family Compensation Funds to support the implementation of the unemployment protection mechanism and created an information portal explaining the program and its emergency subsidy for beneficiaries.

6 U.S. Department of Labor, "Disaster Unemployment Assistance (DUA)," available at https://www.usa.gov/disaster-unemployment, https://oui.doleta.gov/unemploy/disaster.asp (accessed 1 August 2025).

Job-retention schemes[7] were also used as another central tool for preventing mass layoffs and preserving viable firm-worker matches, particularly in Europe and East Asia,[8] as well as in Canada,[9] New Zealand, Brazil, Egypt, and South Africa (Eichhorst et al., 2022). These included short-term work arrangements, partial unemployment schemes, and targeted wage subsidies. Canada introduced the Canada Emergency Wage Subsidy, notable for its speed, generosity, and scale, supporting more than 5.3 million workers and proving more accessible than traditional work-sharing arrangements. Almost all European Union countries implemented job retention schemes, with record take-up in the spring of 2020 (Duell, 2022). Germany relaxed its eligibility rules, France and Germany increased the generosity of the scheme, and several countries (including Austria, Germany, and Italy) extended coverage to temporary-agency workers and the self-employed. For example, Germany's *Kurzarbeit* — a short-time compensation scheme in which the government subsidizes wages for workers whose hours are reduced, enabling firms to retain staff rather than resort to layoffs — reached approximately 6 million workers in April 2020, and has been credited with significantly preventing the unemployment rate from rising further (Aiyar and Dao, 2021; Braband et al., 2022).

In Latin America and the Caribbean, despite severe labor market impacts (ILO, 2020), few countries used such job retention schemes, although Brazil activated an emergency employment and income-maintenance program covering 25 percent of formal private jobs (Al Masri, Flamini, and Toscani, 2021)[10] (Eichhorst, et al. 2022). Several Asian countries—including Japan, South Korea, Malaysia, the Philippines, Viet Nam, and Thailand (through the Social Security Act[11])—adopted job retention schemes, while New Zealand followed a similar path (Eichhorst et al., 2022). In Africa, only Egypt and South Africa adopted job retention schemes (Eichhorst et al., 2022); Mauritius went further by granting half the minimum wage to formal and informal workers (IDB et al., 2020). Overall, these mechanisms primarily protected formal salaried workers, with limited

7 Outside acute shocks, however, prolonged reliance on retention instruments can slow necessary reallocation from shrinking to expanding activities and undercut productivity gains; in those contexts, support is better aimed at shorttime work combined with reskilling and jobtojob transitions rather than keeping workers in jobs that are no longer viable.

8 Japan expanded the Employment Adjustment Subsidy to cover temporary shutdowns due to COVID-19, easing requirements from a 10 percent production drop over three months to 5 percent in one month. Subsidy rates increased—up to nine-tenths for small and medium-sized enterprises and three-quarters for large firms—and also covered non-regular workers, effectively preventing layoffs. In Malaysia, a job retention program for workers on unpaid leave and wage subsidies to employers helped firms retain their employees. For the Philippines and Viet Nam, see Eichhorst et al. (2022).

9 Government of Canada "Frequently Asked Questions: Canada Emergency Wage Subsidy (CEWS)," available at https://www.canada.ca/en/revenue-agency/services/wage-rent-subsidies/cews-frequently-asked-questions.html (accessed 16 December 2025); see also Eichhorst et al. (2022).

10 The program included payment of an emergency employment and income preservation benefit; proportional reduction of working hours and wages; and the temporary suspension of employment contracts (IDB et al., 2020).

11 If employees were affected by the pandemic and their employers put employees on temporary leave, under the Social Security Act these employees were entitled to compensation of 50 percent of their monthly salary (but not more than THB 7,500 per month).

reach among the self-employed and informal workers, especially in low-income contexts where formal employment shares are low. Indeed, the 2020 joint PES survey (IDB et al. 2020) found few examples in Africa, except Mauritius.

More broadly, in Latin America and the Caribbean, public employment services supported job placement and labor matching in sectors experiencing urgent labor demand during the crisis. In Ecuador, for instance, the Encuentra Empleo platform (previously known as Red Socio Empleo) responded to increased demand for health professionals by promoting vacancies and accelerating recruitment for doctors, nurses, and health technicians using its website and social media channels. In Mexico, the public employment service developed informational materials and contact channels to support firms needing to recruit workers during the contingency period.

Public employment services also helped disseminate critical labor market information during the crisis. This included guidance on labor rights and regulatory changes—such as modifications to work arrangements, sick leave provisions, dismissals, and available income transfers—as well as information on eligibility and access conditions for emergency programs. In Peru, for example, the public employment service provided a dedicated website to support employers and workers in adopting telework arrangements where possible. Similarly, public employment services also shared information on measures aimed at preventing job losses when remote work was not feasible, such as reduced working hours, paid leave arrangements, or temporary suspension of employment contracts. In Guatemala, the Ministry of Labor provided an online guide and video explaining step-by-step procedures for requesting contract suspensions.

Transfers and safety net programs were the primary instruments in many low- and middle-income countries. Two-thirds of public employment services in the Americas and more than half in Africa reported implementing one-off support measures such as food vouchers or cash aid targeting vulnerable populations (including informal workers). One-fourth of public employment services in Asia-Pacific, and one in 10 in Europe, implemented similar measures, according to a joint survey (IDB et al., 2020). Examples included direct relief for those who lost jobs (The Bahamas and Jamaica) and food vouchers for tourism workers (The Bahamas) and vulnerable populations (Paraguay) (IDB, 2020). Brazil's Auxílio Emergencial represented one of the largest temporary cash-transfer expansions globally, covering 39 percent of households (Al Masri, Flamini, and Toscani, 2021). African countries such as Tunisia, Nigeria, and Togo scaled up social assistance systems or introduced digital cash payments, such as the Novissi program in Togo,[12]

12 World Bank, "Prioritising the Poorest and Most Vulnerable in West Africa: Togo's Novissi Platform for Social Protection Uses, Machine Learning, Geospatial Analytics, and Mobile Phone Metadata for the Pandemic Response," Results Brief, 13 April 2021, available at https://www.worldbank.org/en/results/2021/04/13/prioritizing-the-poorest-and-most-vulnerable-in-west-africa-togo-s-novissi-platform-for-social-protection-uses-machine-l (accessed 16 December 2025).

drawing on experience from previous emergencies, including the Ebola crisis. Despite high informality (86 percent) and limited coverage—only 5 percent of sub-Saharan Africa's population was reached,[13] compared to a global average of 22 percent (Gentilini et al., 2020)—governments leveraged and scaled up modest safety nets, including public works, as previously done during the Ebola emergency (World Bank, 2019).

Public employment services and governments also offered support to the self-employed and enterprises. Across Europe (89 percent of surveyed services), Asia-Pacific (63 percent), Africa (58 percent), and the Americas (58 percent), most public employment services were involved in such financial relief measures (IDB et al., 2020). Interventions included loans (Japan), tax and social security payment facilities (Brazil, Colombia, Chile, and Peru), credit lines (Brazil, Colombia, and Jamaica), and refinancing options (Paraguay). Morocco established a national COVID-19 Fund to mitigate the socioeconomic impacts of the pandemic.[14] Despite the predominance of self-employment in sub-Saharan Africa, few examples of self-employment or micro- and small-business support were reported in the 2020 Joint PES Survey (IDB et al. 2020); Côte d'Ivoire's four dedicated funds (totaling about 100 billion CFA francs each) were an exception. Some private firms negotiated internal cost-sharing agreements with their workers—reductions in hours, benefits, or wages — to avoid layoffs (IDB, 2020). Public employment services in Europe also reported scaling up social assistance measures (Duell, 2022), while access to paid sick leave, care leave, and parental leave was relaxed across Europe, and Asia-Pacific.

The overall protective effect of these interventions varied. Depending on the maturity of each country's social protection system and share of informal employment, large segments of the workforce remained unprotected. Unemployment benefit schemes—widely used in the United States and Canada—and job retention schemes in Europe and East Asia cushioned the crisis, mitigating income and job losses, and were phased out as economies reopened so as to avoid hindering labor market adjustments. Job losses were concentrated among vulnerable groups such as temporary, informal, and self-employed workers, who had limited access to safety net programs. While temporary employment programs had been used in previous crises, public employment service involvement in new job creation measures during the COVID-19 pandemic was relatively limited, although some services managed temporary public works. Overall, unemployment and job retention schemes were successful. However, temporary workers were

13 See Kudakwashe Dube and Christine Nambirembe Katende, "An Inclusive Response to COVID-19 for Africa's Informal Workers," World Bank blog, 29 May 2020, available at https://blogs.worldbank.org/en/africacan/inclusive-response-covid-19-africas-informal-workers; and GIGA (2020).

14 Reaching nearly US$3.3 billion as of April 3, 2020.

roughly 10 times more likely to lose their jobs than permanent contract workers in OECD member countries in Europe, and formal salaried workers were globally better protected than informal salaried workers and the self-employed.

As countries moved into the adaptation phase, public employment services shifted emphasis from emergency protection to reemployment, reskilling, and support for evolving labor market needs. Intermediation became especially important as economies reopened and hiring surged in specific sectors, such as healthcare, logistics, and occupations needed to replace absent workers. Globally, 62 percent of public employment services simplified procedures and improved online access for employers, offering advice on human resource strategies, telework, and legal issues (IDB, 2020; Duell, 2022). In Europe, public employment services coordinated with sectoral associations to rapidly match workers with bottleneck occupations. As job openings increased, public employment services reactivated or expanded ALMP portfolios, including targeted hiring incentives (such as France's 1 Young Person, 1 Solution initiative), support for small enterprises, and sector-specific recruitment programs.

Training systems, however, faced disruption because of physical-distancing measures. Public employment services responded by shifting training delivery to online formats, with adoption rates varying across regions: 56 percent of public employment services in Asia-Pacific, 50 percent in the Americas, 38 percent in Europe, and 26 percent in Africa promoted digital training options. In Canada and several European countries, training was often tied to job retention schemes (IDB et al., 2020; Duell, 2022). By 2021, 71 of 94 public employment services (76 percent) reported intensifying skill training to reduce mismatches, while 67 (71 percent) strengthened career guidance capacity to support workers transitioning from heavily affected sectors.

In the transformation phase, the focus shifted to addressing longer-term structural challenges that became more visible during the crisis. The pandemic accelerated digitalization across occupations, firms, and public institutions, heightening demand for digital skills and reinforcing the need for lifelong learning. To facilitate this, European public employment services responded by developing new partnerships with private companies and training providers to deliver training to improve digital skills, as seen in France and through Portugal's Upskill: Digital Skills & Jobs Programme. Several complementary skilling interventions were also implemented during this time — such as a job training program offering access to Massive Open Online Courses for upskilling in Costa Rica (Novella et al., 2024), and digital skills bootcamps offered by the Ministry of Labor and Employment Promotion in Peru — although the role of public employment services in these specific measures was limited. These initiatives aimed to prepare workers for an increasingly digital labor market and to mitigate risks of skill obsolescence and inequality in access to technology-enabled jobs.

Operational strategies and institutional capacity played a decisive role throughout the pandemic. Generally, public employment services worldwide showed strong responsiveness to the COVID-19 shock. According to ILO (2023), 76 of 86 public employment services revised their strategies during the pandemic, with adaptation rates highest in high-income countries (92 percent) and lowest in low-income countries (68 percent), with the latter ranging regionally from 78 percent in Africa to 92 percent in Asia-Pacific. Despite widespread lockdowns, most public employment services maintained service delivery through remote channels, including telephone centers, online platforms, and social media channels. High-income contexts relied more on telephone-based counseling, upper-middle-income countries on online applications, and lower-middle-countries on social media. Persistent constraints included limited digital skills among vulnerable groups and weak connectivity among small employers (ILO, 2021). Public employment services also managed record unemployment claims and rapidly adjusted eligibility rules and administrative systems, including the registration of workers previously outside formal labor market institutions. At the same time, 36 percent of African public employment services reported budget cuts, highlighting the tension between rising service demand and resource constraints (ILO, 2023). Telework also surged in South and Central America, Africa, and Asia (IDB et al., 2020).

Together, these experiences reveal how public employment services can respond to promote labor market resilience under conditions of simultaneous supply and demand disruptions. The pandemic exposed weaknesses in coverage, particularly for informal and non-standard workers, yet it also demonstrated the institutional agility of public employment services, the importance of digital delivery systems, and the potential of coordinated labor-market interventions to stabilize employment and accelerate recovery.

Technological Shocks: Digital Transformation, Automation, and Artificial Intelligence

Digitalization, automation, and AI are transforming labor markets by reshaping how work is organized, which tasks are performed by humans or machines, and what skills are needed to remain employable. These technologies simultaneously create new jobs and increase productivity while also displacing certain tasks and occupations, thereby driving a growing demand for digital and cross-cutting skills across all proficiency levels. In this evolving landscape, public employment services play a central role in supporting displaced workers, addressing emerging digital skill gaps, and helping employers adapt to new skill requirements. Their engagement spans immediate income support during restructuring to targeted reemployment and training measures, and long-term strategies that involve forecasting future skill needs, forging partnerships with private actors, and deploying advanced digital tools to improve matching, training delivery, and labor market intelligence.

Historically, institutions in North America and Europe have had considerable experience in managing the absorption phase of industrial restructuring linked to technological change, often supported by dedicated budgets for income support and social protection, skill development, and labor market transitions. Traditional responses combined social protection measures (unemployment benefits and early retirement schemes) with ALMPs for at least part of the displaced workforce. These approaches remain relevant for mass dismissals associated with automation, where public employment service interventions typically form part of broader government restructuring packages or social partner agreements.

As economies have moved to the adaptation phase of digital transformation, automation, and AI, public employment services have implemented targeted programs for workers affected by mass dismissals linked to economic restructuring or declining industries. These programs often operate in partnership with private employment agencies and aim to support rapid reemployment while enhancing employability through skill training. Evidence from evaluations of ALMPs demonstrates that skill-related training and occupational reorientation can significantly raise reemployment probabilities and even increase post-reemployment wages, as shown in studies of the Austrian steel industry (Winter-Ebmer, 2006). Early intervention, beginning during the notice period, further strengthens outcomes (OECD, 2018), underscoring the importance of timely engagement by public employment services.

Skill development measures have been central in addressing digital skill shortages, with a growing trend in Europe of offering training for bottleneck occupations (Box 4.3). Public employment service training strategies can operate at multiple proficiency levels. Foundational digital skills are targeted at adults with low digital literacy and disadvantaged young people, including persons not in employment, education or training—which is particularly important in regions with substantial skill gaps, such as sub-Saharan Africa (Duell, 2023a). For job seekers who already possess basic digital skills, public employment services can offer certified intermediate-level training courses that align with employer needs and often lead to recognized formal qualifications or company-based certificates, including those issued by major technology companies such as Microsoft or Cisco (Duell, 2022). At higher skill levels, public employment services can support the continuous upskilling of professionals and the existing workforce, providing diversified digital training opportunities that are becoming integral to the adaptation strategies of public employment services.

BOX 4.3 EXAMPLES OF DIGITAL SKILL DEVELOPMENT MEASURES OFFERED TO THE WORKFORCE

Across Europe and Asia, new initiatives illustrate how public employment services and partner institutions are expanding access to digital training. In Belgium, the Brussels Capital Region introduced systematic digital and language skill assessments, or development pathways for job seekers, by 2023 as part of a wider "requalification strategy" that is fixed in the resilience and recovery plan (Corti et al., 2022). In France, since 2021, workers, the unemployed, and the self-employed can receive cofinancing of up to €1,000 through their individual training accounts for information-technology-related training.[1] In Portugal, the Digital Guarantee ensures that everyone who is unemployed can access digital skills training suitable for their level of qualification and skill profile (OECD, 2021b). In Spain, the public employment service—along with the national foundation for training in employment (FUNDAE) and private firms—launched a free digital skills training program in 2019 with 567 available courses. Evidence from 2020 showed that mentoring helped participants choose appropriate training best suited to their needs.[2] In Singapore, a collaboration between Workforce Singapore and SkillsFuture Singapore that began in 2024 supports individual and enterprise-led upskilling, including through the Digital Workplace 2.0 initiative focused on automation, cybersecurity, data analytics, AI, generative AI, and in-demand digital tools.[3]

[1] French Ministry of Work and Solidarity, "Se former aux métiers du numérique en mobilisant son CPF et avec l'aide de l'État, c'est possible !", 4 August 2021, available at https://travail-emploi.gouv.fr/actualites/l-actualite-du-ministere/article/se-former-aux-metiers-du-numerique-en-mobilisant-son-cpf-et-avec-l-aide-de-etat (accessed 16 December 2025).
[2] European Commission, "PES Practice Sheet 2021, Free Training in Digital Skills. Spain,"
[3] SkillsFuture Singapore, "SkillsFuture for Digital Workplace," 2 September 2025, available at https://www.skillsfuture.gov.sg/initiatives/mid-career/digitalworkplace (accessed 16 December 2025).

As technological change progresses, the transformation phase requires public employment services to move beyond short-term employability measures toward building long-term institutional and workforce capabilities. Equipping the workforce with digital skills at all proficiency levels, especially solid foundational skills, is key to realizing future economic potential and productivity gains. As part of this, public employment services are expected to integrate skill anticipation into their planning and strategic responses, using specialized labor market intelligence tools and employer consultation to align training offers with emerging occupational requirements.

As new forms of work emerge—particularly platform work—a small but growing number of public employment services have developed specific services to address these shifts. According to the World of PES Survey 2024, 16 of 71 public employment services (23 percent) offer at least one ALMP or service tailored to platform workers. Most of these interventions focus on placement and related services (nine public employment services), followed by training and employment incentives (six each), and start-up incentives (five). Fewer public employment services provide labor market information (four), supported employment and rehabilitation (three), or job creation measures (three). Geographically, this type of coverage is highest in Africa and parts of Europe and Latin America and the Caribbean, while Asia and North America show no reported activity. While platform work creates new employment opportunities, gig workers and platform workers often face insecure employment relationships. Only a few public employment services (e.g., the United Kingdom and Mali) use welfare benefits to support transitions into more secure employment or support collective organization.

Operational strategies and institutional capability determine how effectively public employment services can respond across the absorption, adaptation, and transformation phases of technological change through better anticipation of needed skills and operational readiness. In the World of PES Survey 2024, 32 of 71 public employment services (45 percent) reported engaging in forecasting the employment and skill effects of technological change,[15] with most of these located in more advanced economies. However, only 12 public employment services have developed a dedicated strategy to manage the employment effects of technological change, indicating a substantial strategic gap.

Digital technologies have also expanded public employment service capacity to deliver services at scale, thereby increasing resource efficiency. In Tunisia, for example, the National Agency for Employment and Self-Employment offers remote training opportunities in entrepreneurial and employability skills, connecting its website to nine learning platforms covering digital, coding, and soft skills, complemented by daily interactive sessions on social media (ILO, 2019, 2023). Similarly, in Peru, the Ministry of Labor and Employment Promotion launched the Capacíta-T portal, a centralized digital platform providing access to dozens of free online courses designed to enhance the employability of citizens and facilitate their transition into decent work. More advanced digital tools—such as algorithmic recruitment aids, chatbots, proactive service recommendations, and automated applicant pre-screening—are increasingly being adopted (OECD et al., 2024). In lower-middle-income countries, particularly in Latin America and the Caribbean, public employment services attach considerable importance to introducing such technologies to widen access to training and improve matching (ILO, 2022; Pieterson et al., 2023).

15 Five from Africa, 4 from Asia-Pacific, and 7 from the Americas.

Building partnerships is another defining feature of public employment service responses to digitization. To ensure that digital training programs remain relevant and market-oriented, several public employment services have collaborated with information technology companies and conducted skills-gap analyses with employers, as seen in Greece, Portugal, and France (Duell, 2021, 2022). These partnerships support the development of training offers that can respond quickly to meet evolving employer needs and to use micro-credentials for short training courses that are not certified under the national vocational training system (Council of the European Union, 2022).

Together, these experiences show that public employment services are able to act on multiple fronts in the face of technology shocks, providing income protection during restructuring, facilitating reemployment, closing digital skill gaps, and preparing workers and firms for longer-term structural change. The ability of public employment services to anticipate technological disruption, build strong partnerships, and leverage digital tools will increasingly shape how effectively labor markets adapt to ongoing and future technological transformation.

Energy Transitions

The energy transition is also reshaping labor markets by driving a structural shift away from fossil fuels toward clean energy, creating new job opportunities while simultaneously leading to job losses in traditional, carbon-intensive energy sectors. This dual dynamic creates both skill shortages in expanding industries and reallocation pressures for workers in contracting ones—requiring targeted reskilling, upskilling, and support for job-to-job transitions. Public employment services play a key role in helping displaced workers move to the jobs and sectors where their skills are best matched—whether in clean energy, adjacent industries, or other viable parts of the economy—by providing income protection, rapid reemployment services, career guidance, and training. Over the longer term, their role extends to align workforce skills with evolving demand across the economy (including but not limited to clean energy sectors, facilitate strategies to support displaced workers, and build partnerships with employers, governments, and other stakeholders to foster inclusive, locally grounded labor market transformations.

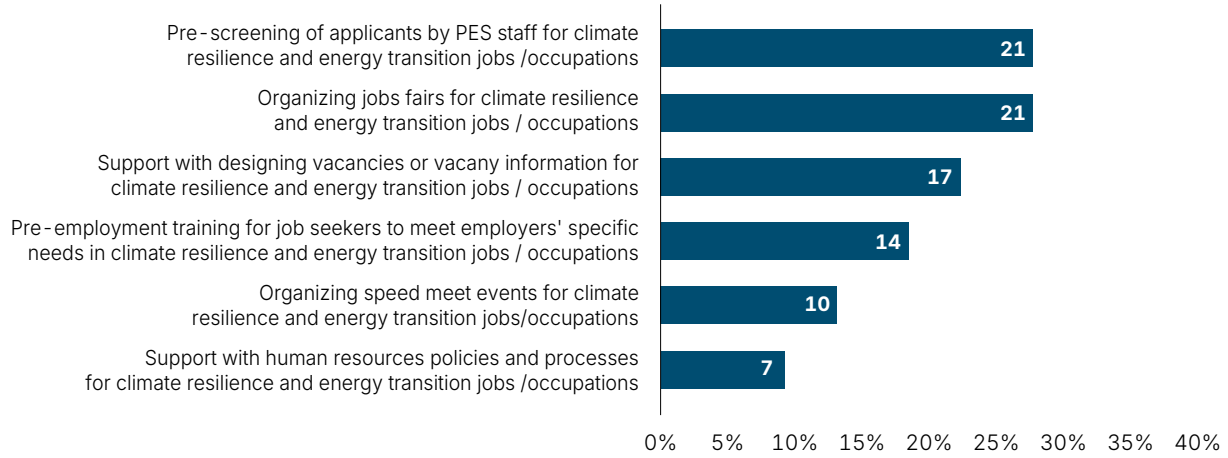
In the absorption phase, the immediate public employment service response mechanisms build on the same income protection and early intervention measures already outlined above for technological change. In the energy sector, past transitions—especially in North America and Europe—have typically relied on unemployment benefits, early retirement schemes, severance payments, and targeted active labor market measures, such as those implemented in the Span-

ish Plan del Carbón during the coal sector downsizing.[16] When restructuring is more limited in scope, public employment services generally rely on standard passive and active labor market programs to mitigate employment losses linked to changes in the energy mix. However, evidence suggests that the current public employment service role remains very limited: only 4 percent of all public employment services covered by the World of PES Survey 2024 reported providing support with managing redundancies or organizational change, including those related to the energy transition. This highlights a substantial institutional gap in their engagement in the early phase of the energy transition.

As economies move into the adaptation phase, public employment services play a critical role in helping individuals and companies realize the job creation potential associated with the energy transition by ensuring that employers can recruit workers with relevant skills. Core public employment service functions during this phase include registering and promoting vacancies, designing job postings, pre-screening applicants, and providing recruitment support—functions that are particularly valuable for small and medium-sized enterprises, which often lack internal human resource capacity. In the World of PES Survey 2024, 55 of 78 public employment services (71 percent) reported offering at least one service to employers to promote the energy transition. As shown in Figure 4.8, organizing job fairs (38 percent), pre-screening of applicants (38 percent), and support with designing vacancies (31%) are the most common services provided, followed by pre-employment training (25 percent), organizing speed meet events (18 percent), and support with human development policies and processes (13 percent).

16 Government of Spain, "Plan 2019–2027," available at https://www.transicionjusta.gob.es/es-es/Paginas/reactivacion_comarcas/Plan2019-2027.aspx (accessed 16 December 2025).

FIGURE 4.8 PUBLIC EMPLOYMENT SERVICE INVOLVEMENT IN LABOR INTERMEDIATION AND RECRUITMENT SUPPORT FOR CLIMATE RESILIENCE AND ENERGY TRANSITION



Source: World of PES Survey, 2024.
Note: N=78. Bar lengths represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents.

On the ALMP side, 40 percent of public employment services reported implementing training measures for climate resilience and the energy transition jobs, 24 percent offer recruitment or employment incentives, 21 percent support business start-ups or self-employment, 21 percent provide direct job creation, and 10 percent offer sheltered employment or rehabilitation measures. Most of these measures are concentrated in Europe, although examples also exist in Africa and Asia, with more limited activity in Latin America and the Caribbean. Illustrative examples include Benin's Azôli program, implemented by the National Agency for Employment (ANPE), which provides internships for young people with low educational attainment to facilitate transitions into wage employment. In partnership with the ESMER Academy and private renewable-energy firms, the program has supported the entry of more than 1,000 young people—three-quarters of them women—into the sector.

In contexts of large-scale economic restructuring or extreme events, additional government funding packages can expand the capacity of public employment services to respond. In many advanced economies, these services play a key role in reducing skill mismatches and can also directly contribute to designing and delivering training for workers at risk of dismissal. A notable example is Chile: following the closure of a thermoelectric plant in Tocopilla, the Chilean public employment service (SENCE) engaged with unions and local stakeholders to identify retraining needs and design vocational training pathways to support workers' reemployment in the region.

In the transformation phase, public employment service support shifts toward supporting longer-term structural change and ensuring that the shift away from fossil fuels is both just and inclusive. Many public employment services have historically engaged in large-scale restructuring processes, particularly in sectors such as coal and steel, and just transition mechanisms are now increasingly applied in the context of the transition towards a more climate resilient economy. Key challenges during this phase include the high share of older workers in declining industries, the relatively high wages these jobs provide relative to the wider economy, and the broader knock-on impacts on local employment. In lower- and middle-income countries, high levels of informality further increase worker vulnerability and complicate the design of transition measures. Effective transformation therefore requires coordinated action and resource pooling across multiple institutions to support both individual workers and regional economic revitalization.

Country experiences illustrate diverse approaches. In Spain, the Plan del Carbón sets aside just transition funds to restore and environmentally regenerate former mining sites, with priority given to employing former miners in these projects.[17] Germany's coal phase-out, planned for completion by 2038, has led to mobilization of extensive funding for the Rhineland Mining Area,[18] including a labor market analysis by the Federal Employment Agency to map skills and design requalification pathways for workers ages 45 and older. This informed targeted measures to provide change-management support, individual funding opportunities, and upskilling opportunities to help companies and workers adapt to new economic structures (Roth et al., 2020).

In Colombia, efforts have focused on preparing workers for the energy transition. The Servicio Nacional de Aprendizaje (SENA), while not the country's public employment service, works closely with the public employment service to support the implementation of labor market policies. In the Amazon region, SENA has developed new training programs aimed at building skills for the energy transition, including programs in photovoltaic energy systems and sustainable tourism with an ethnic and local development perspective. The initiative includes the design of new curricula, the training of instructors across Amazonian departments, and the expansion of training opportunities for local populations, with a focus on women's participation. Through these efforts, the program seeks to strengthen the supply of workers equipped with the skills needed to support emerging climate resilient economic activities in the region.

17 IndustriALL Global Union, "Spanish Coal Unions Win Landmark Just Transition Deal," 1 November 2018, available at "http://www.industriall-union.org/spanish-coal-unions-win-landmark-just-transition-deal (accessed 16 December 2025).

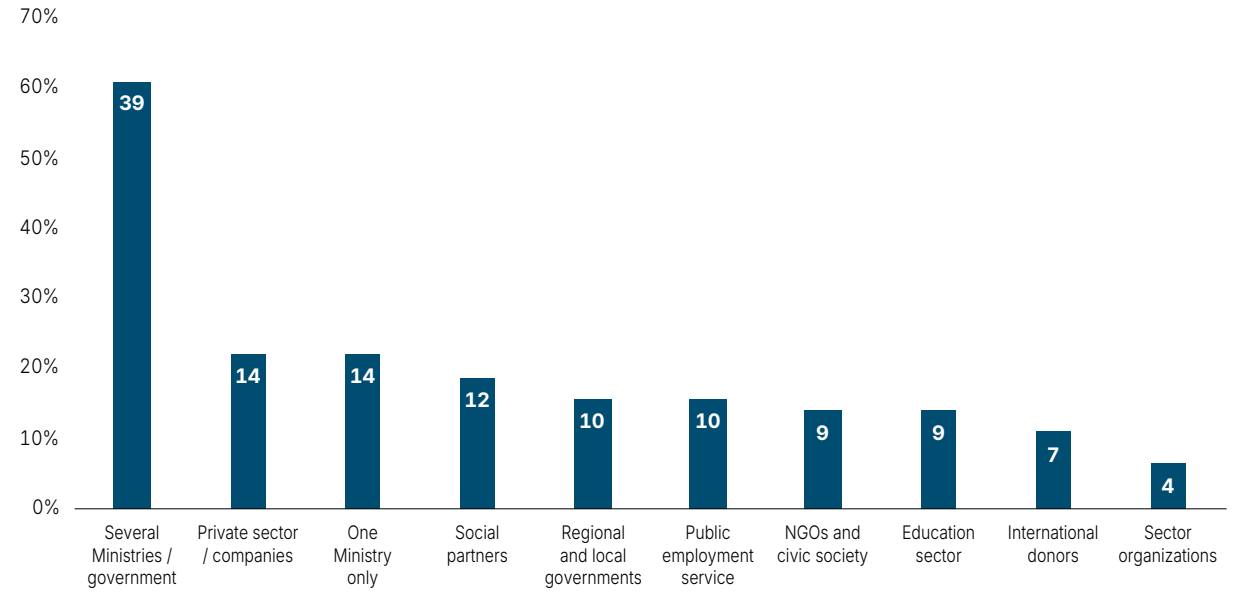
18 German Federal Employment Agency, "Avoid Unemployment. Identify Opportunities. Shape the Future," available at https://www.arbeitsagentur.de/vor-ort/bruehl/rheinisches-revier (accessed 16 December 2025).

In the longer term, public employment services play a key role in supporting the energy transition by helping companies adjust to emerging energy efficiency requirements, primarily through targeted training and capacity-building measures. In Germany, this includes counseling employers through the Transformationslotsen program, which trains "transformation guides" to strengthen companies' capacity to manage technological and organizational change (Duell, 2023b). In Belgium, the public employment service Le Forem collaborates with the construction sector through the RENO+ project to identify and address the skills that support the transition towards a more climate resilient economy (Duell, 2025).

Finally, energy transition policies must be sensitive to vulnerable groups, particularly in contexts with high informality. In Chile, an important element of the coal phase-out strategy is the formalization of informal miners, paired with targeted social protection and training to ensure that they are not excluded from recovery measures (Saget, Vogt-Schilb, and Luu, 2020). By supporting formalization, public employment services help extend the benefits of the transition to those who would otherwise remain outside conventional support systems, reducing long-term vulnerability.

Operational strategies and institutional capabilities for supporting the energy transition vary widely across countries. Fewer than half of public employment services responding to the World of PES Survey 2024 (30 of 71) reported having a dedicated strategy to address the energy transition, with particularly low uptake in Latin America and the Caribbean, where only 6 of 23 services indicated having such a strategy. Institutional capacity is also limited: just 15 percent of public employment services have dedicated staff working on issues related with the transition towards a more resilient economy. To compensate, most services rely on partnerships—75 percent reported cooperating with external stakeholders to finance and implement programs. As shown in Figure 4.9, the most common partners are line ministries and government agencies, followed by private sector actors and individual ministries, while all other partners—social partners, subnational governments, PES, NGOs, the education sector, and international actors—are less frequently involved. In Europe and Canada, these partnerships frequently include employers, chambers of commerce, research institutions, municipal governments, and NGOs. In contrast, public employment services in Latin America and the Caribbean tend to collaborate primarily with international donors and ministries, with fewer linkages to education and training institutions. These partnerships are particularly important for skill development and local economic revitalization initiatives, which are central to enabling an effective energy transition.

FIGURE 4.9 MAIN STAKEHOLDERS TO ADDRESS LABOR MARKET EFFECT OF THE CLIMATE RESILIENCE AND ENERGY TRANSITION



Source: World of PES Survey, 2024.
Note: N=64. Bar heights represent the percentage of public employment services corresponding to each category, while the figures displayed within the bars indicate the absolute number of respondents, excluding missing values.

Global Trade Shocks

Public employment services also play an important role in helping labor markets absorb the immediate effects of global trade shocks, adapt to new economic conditions, and support longer-term structural transformation.

In the absorption phase, services focus on cushioning immediate employment losses and preventing long-term detachment from the labor market. This commonly includes scaling up job matching services, offering career counseling, and providing financial assistance for training and work-related expenses.

In the adaptation phase, services focus on facilitating reemployment and equipping workers with the skills required in expanding sectors. Trade shocks can accelerate structural change, with employment contracting in import-competing sectors but expanding in others. (See Box 4.4 for a discussion of how public employment services in Australia have helped to manage trade shocks.) Public employment services help workers navigate these shifts by identifying emerging labor market opportunities and coordinating training with local employers and training institutions. The services can collaborate with employers to identify emerging job opportunities and tailor training programs to meet new skill demands.

During the transformation phase, public employment services contribute to broader structural transformation by investing in labor market intelligence, forecasting future skill needs, and promoting lifelong learning. Trade shocks can alter employment structures, and public employment service involvement in local coordination mechanisms can help ensure that displaced workers have access to requalification pathways, and that local economies can reorient toward new industries.

BOX 4.4 THE ROLE OF PUBLIC EMPLOYMENT SERVICES IN MANAGING TRADE SHOCKS: INSIGHTS FROM AUSTRALIA

Australia offers a compelling example of the role that public employment services can play in managing trade shocks, in this case following trade-related restructuring in the automotive manufacturing sector. When Ford, Holden, and Toyota announced the closure of their Australian operations, the government launched a comprehensive program to support affected workers and regions.

In the absorption phase, public employment services and government programs provided immediate assistance, including job matching services, career counseling, and up to AUD$1,300 in funding for work-related expenses and training. These measures helped cushion the initial impact of job losses and facilitated early transitions.

During the adaptation phase, retrenched automotive workers were offered targeted reskilling and vocational training; roughly 70 percent completed licence or skill-set training, while around a quarter (24 percent) pursued vocational education. Job matching and career planning services supported transitions into sectors such as manufacturing (34 percent), transport and warehousing (13 percent), and construction (9 percent). Consequently, 81 percent of original equipment manufacturer workers were reemployed, and 85 percent expressed satisfaction with their new salaries.

In the transformation phase, public employment services participated in coordinated efforts with federal and state agencies to support broader supply chain diversification, with 75 percent of participating firms remaining in business and many shifting to new markets and capabilities.

The automotive case therefore illustrates how coordinated adjustment programs—combined with early intervention, targeted reemployment and training services, and broader structural measures—can help mitigate long-term scarring from trade shocks.

Source: Australian Government (2019, 2020).

4.4 Conclusion

Labor market resilience depends on both the structural conditions that shape a country's vulnerability to shocks and the institutional capabilities that determine how effectively it can respond when disruptions occur. Across the different types of shocks examined in this chapter—environmental shocks, financial crises, combined supply-demand shocks such as the COVID-19 pandemic, technological change, energy transitions, and shifting patterns of global trade—public employment services emerge as central actors in mediating the labor market consequences. By deploying measures such as income-replacement schemes, intermediation services, training, and targeted support for workers and firms, public employment services can substantially reduce the negative employment and income effects of adverse shocks and also enable labor markets to take fuller advantage of the opportunities created by positive or transformative shocks. At the same time, the ability of these measures to cushion immediate impacts, support recovery, and enable longer-term adjustment varies widely across countries, reflecting differences in economic development, labor market structures, and institutional preparedness.

Vulnerability to shocks is shaped by a range of factors, including a country's stage of economic development, composition of production, technology intensity, trade exposure, demographic characteristics, and maturity of health and social protection systems. Low- and middle-income economies, where informality is high and social protection systems are thinner, tend to be more exposed to both supply- and demand-side shocks and have less fiscal and institutional capacity to cushion their labor markets. The preparedness of public employment services to respond effectively to the negative labor market impacts of shocks—and to support emerging labor market opportunities—depends heavily on the policy tools they can deploy, their available financial and human resources, and their capacity to adapt operational strategies. In this context, public employment services in high-income countries generally enter crises with broader toolkits and stronger budgets, while many such services in lower-income countries face more limited options. Accordingly, the GLRI shows a highest labor market resilience in Europe (Whiteshield Partners, 2021), select Asian countries (Singapore and South Korea), and North America (Whiteshield Partners, 2025).

Most public employment services worldwide administer policy tools that are relevant to respond to multiple types of shocks. However, the scope and coverage of these instruments differ markedly. High-income countries have long-standing experience mitigating the negative employment effects of industrial restructuring, financial crises, and technology shocks, and have built institutional experience that supports rapid adaptation and the development of new tools, such as large-scale job-retention schemes. While many low- and middle-income economies also operate passive and active labor market programs, these instruments often cover a narrower

share of the workforce, and resource constraints make scaling more difficult during periods of heightened need. As a result, institutional capacity to respond to shocks varies considerably across countries, with implications for both short-term stabilization and longer-term adjustment.

Despite these disparities, public employment services across all regions have demonstrated substantial flexibility in deploying and adapting the measures at their disposal. Across the absorption, adaptation, and transformation phases, the choice and intensity of policy tools have shifted in line with shock characteristics.

In the absorption phase, across all shocks reviewed, unemployment benefits have played a central stabilizing role in the absorption phase, though coverage varies depending on the level of economic development and the share of formal wage employment. Job retention schemes have been used extensively in high-income countries in response to both demand- and supply-side shocks (including the COVID-19 pandemic), and they are increasingly being used as well in several middle-income economies. These schemes, whether delivered through short-time work mechanisms, partial unemployment benefits, or targeted wage subsidies, have consistently been found to reduce fluctuations and preserve firm-worker matches, particularly when shocks are temporary and restructuring effects are limited (Lam and Solovyena, 2023; ,for Europe, see Dely, Hyee, and Prinz, 2025). Job retention schemes were also found to be effective in the context of the 2008–2009 global financial crisis (Hijzen and Martin, 2013).

In a few countries, public employment services have been involved in income support for the self-employed, although compensation has generally been less generous. Where unemployment insurance systems are absent or only partially developed, governments have turned to safety nets and emergency transfers, often introduced on an ad hoc basis and typically without public employment service involvement. In countries with existing social assistance schemes, eligibility rules were often revised to expand coverage or make benefits more adequate. In lower-income settings, activating social programs that link temporary employment schemes with safety nets has also been a central response tool, particularly in the context of environmental and supply-side shocks.

During the adaptation phase, as economies enter recovery after a shock, public employment services have mainly supported a rapid return to employment by scaling traditional employment services, such as placement services, and active labor market programs, including short-term training to adapt skills, employment, and recruitment incentives and, in some countries, direct job creation programs. In countries with unemployment benefit systems in place, these systems continue to play an important role by supporting efficient job matching and enabling participation in training measures.

Evaluations of large-scale employment incentive programs and direct job creation programs have shown the risk of significant deadweight and substitution effects, while also identifying positive effects on job sharing and, to some extent, labor market inclusion of vulnerable unemployed workers (Card, Kluve, and Weber, 2010, 2015; Martins and Pessoa e Costa 2014). Short training measures are generally found to be effective, especially when closely aligned with employer needs. At the same time, as discussed in Chapter 2, public employment services across several regions have invested in new technologies and operational processes to digitalize core labor exchange functions, expand capacity, and react more quickly to shocks, including online registration systems, vacancy platforms, and digital matching tools. T survey results presented indicate that these tools are now widely used in many public employment service systems, although the extent of digitalization varies across regions and services, and digital channels often complement rather than replace in-person service delivery.

The transformation phase poses new challenges, particularly as repeated environmental shocks and rapid technological change reshape labor markets. Public employment services are only beginning to develop structured tools and approaches to respond to environmental shocks, and evidence on the effectiveness of ALMPs in this domain remains limited. Technology shocks driven by digitalization, automation, and the energy transition continue to have profound implications for job destruction, job creation, changing skill requirements, and work organization.

In this context, training, upskilling and reskilling programs, and career guidance across the lifecycle are becoming critical policy tools. Evaluations suggest that some of these measures can generate positive longer-term impacts, although the strength and consistency of evidence vary across programs and contexts (Forslund, Frederiksson, and Vikström, 2011; Frederiksson, 2021). As discussed in Chapter 2, to support these efforts, many public employment services report participating in skills anticipation and forecasting activities, although only a minority report having fully developed strategies for the transformation phase.

Operational strategies have evolved as public employment services adapt to shocks. Digitalization of services and processes—accelerated during the COVID-19 pandemic—has reshaped the way public employment services deliver counseling, training, matching, and the administration of benefits. Partnerships with employers, local governments, and other institutions have expanded, reflecting the need for coordinated responses when shocks affect multiple systems simultaneously. Public employment services are also investing in labor market intelligence and analytical tools to better anticipate changes in demand and to support more targeted interventions. These operational adaptations can yield longer-lasting improvements, strengthening institutional resilience beyond the immediate crisis period.

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5

Managing Labor Migration: An Evolving Function of Public Employment Services?

5.1 Introduction

Work is one of the key motivations behind international migration. In 2019, 169 million international migrant workers accounted for nearly 5 percent of the global labor force. Migrant workers make up approximately 69 percent of the world's international migration population of working age. They are concentrated in high-income countries and located mainly in three subregions: 24 percent in Northern, Southern and Western Europe, 22 percent in North America, and 14 percent in the Arab States (ILO, 2021).

Migration flows have increased considerably in recent years. More than half of the outflow of almost 7 million migrant workers in Asia was directed to Gulf Cooperation Council countries. Outflows to other countries on the continent such as the members of the Association of Southeast Asian Nations and other non-traditional destinations in East Asia are also high (ADBI, ILO, and OECD, 2024). There are currently 10 million people from Latin American and Caribbean countries living in another country within the region, and 28 million residing outside the region, mainly in the United States (IDB, n.d.). Africa is experiencing a substantial increase in its labor force due to a rapidly growing young population, with the number of international migrant workers rising from 9.6 million in 2010 to 14.5 million in 2019, with roughly 50 percent migrating to other countries on the continent (ILO, 2021).

Annual flows of labor migrants are increasing, and migration flows are becoming more diverse. Demographic changes and growing workforce shortages in high-income countries, coupled with a steady rise in working-age populations in low- and middle-income countries, are driving the demand for geographic and cross-sectoral labor mobility along with migration flows due to conflict, violence, disasters, and other reasons. While permanent-type immigration to the Organisation for Economic Co-operation and Development (OECD) area is primarily driven by family and humanitarian migration, temporary labor migration has become the fastest growing migration pattern worldwide. In 2023, most categories of temporary labor migration, notably seasonal migration and programs based on bilateral agreements between countries, saw an increase (OECD, 2024a)

Against this backdrop of increasing flows of migrant workers, this chapter focuses on the contribution of public employment services to supporting managed labor migration in origin and destination countries, and to properly integrate migrants into destination countries' labor markets. The chapter starts with Box 5.1, which provides definitions of key terms. Section 5.2 sketches a conceptual framework to analyze policy responses for different groups of migrants—building the foundation for possible interventions of public employment services. Section 5.3 focuses on legal frameworks that regulate and control the movement of migrant workers, and discusses the rationale for the involvement of public employment services in managing labor migration. Section

5.4 provides an overview of possible activities of public employment services in international recruitment and placement. This is followed by a discussion of findings from the World of PES Survey 2024 of what public employment services are actually doing. Good practice examples from a number of destination and origin countries illustrate the involvement of these services in planning and managing migration services, promoting working in another country and labor market inclusion of migrant workers. Section 5.5 provides insights into the increasing cooperation among public employment services within state-led mobility agreements and in free labor movement areas. Section 5.7 presents the conclusions from the chapter.

BOX 5.1 DEFINITIONS OF KEY TERMS

The International Labor Organization (ILO) defines a *labor migrant* or *migrant worker* as a person who "is engaged or has been engaged in a remunerated activity in a state of which he or she is not a national." The definition of *labor migration* is a broad concept that covers very different realities, ranging from cross-border, circular work to transcontinental migration. This includes temporary migrant worker programs for low-skill jobs that grant migrant workers temporary residence and employment status on arrival, or for the permanent-type recruitment of (highly) skilled foreign workers (talent).

Framework concepts on migration such as the classification of the European Migration Network (European Commission, 2025) usually distinguish between *migration for economic, family, study and research reasons* and *migrants in need of protection (*refugee, subsidiary, humanitarian and temporary protection) who cross international borders primarily motivated by persecution, possible serious harm, or death.

The conceptual framework of the World Bank (see Figure 5.1 in the main text) is used to analyze *migration policies*. It is based on motives to migrate, and matches the benefits and costs that different groups of migrants bring to their destination countries. It focuses less on a strictly legally defined concept.

Managed labor migration—as opposed to *unmanaged or irregular economic migration*—is based on legal frameworks that regulate and control the movement of persons who want to work in another country. Hence, people driven to leave their countries irregularly by situations such as criminal violence, political instability, poverty, or environmental shocks and the energy transition are not covered in this chapter.

The chapter covers only *international migration* but not *internal migration,* although the vast majority of people migrate within countries. For instance, there is significant growth in internal migration due to environmental shocks and the energy transition. However, evidence and estimates on future patterns of climate-change-induced international migration remain unclear (IOM, 2024a).

Free-movement migrant workers—that is, persons who exercise their right to free movement for employment (mobility) within a certain region, such as the European Union or the signatories of the MERCOSUR agreement in Latin America—are considered as international migrants.

5.2 Conceptual Framework to Analyze Migration Policies

Migrants are not a uniform group, so they do not always need the same type of services. Distinct groups of migrants require distinct policy responses, that is, different public policies to promote their labor market integration. This section uses the Match and Motive Matrix of the World Bank (2023) to describe important distinctions in the benefits and costs that different groups of migrants bring to their destination countries.[1] The combination of the motive and match dimensions results in four groups shown in Figure 5.1.

The match dimension refers to the focus in labor economics on the match between migrants' skills and characteristics and the needs of the destination country. The better the match between the skills and the needs, the higher the gains for migrants and the destination country. The motive dimension is related to individual needs for protection as, under international law, migrants' reason for leaving their country of origin determines the destination country's obligation. At the extreme, refugees are entitled to international protections under the 1951 Refugee Convention and cannot be returned to their country of origin. On the other end of the spectrum, there are economic migrants who leave their country looking for better economic opportunities (but they may also have protection needs).

Policies to support migrants vary considerably, contingent upon the alignment of their skills with the demands of destination countries and their entitlement to international protection. Migrants whose skills closely match those needed in their destination countries require less public assistance to effectively integrate into the local labor markets, although they may require help to certify the abilities they have. In cases when the migrant lacks proficiency in the language of the destination country, there is a substantial return on investment in terms of socioeconomic integration when economic migrants are provided access to and incentives for language classes (Arendt et al., 2024).

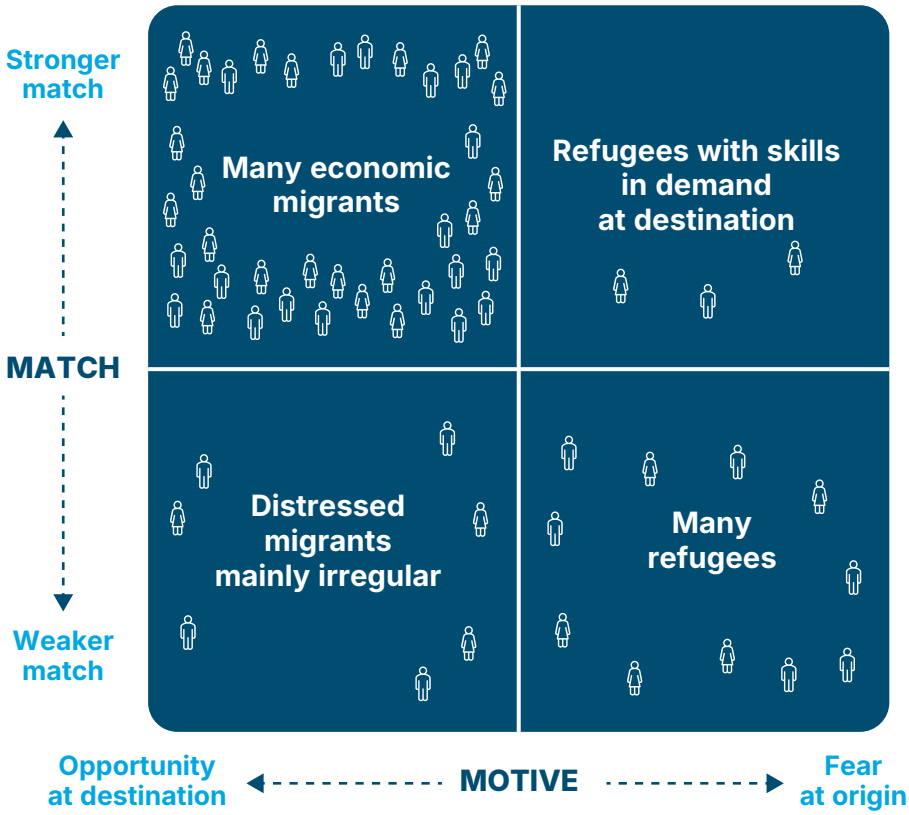
Destination countries usually have a choice to accept migrants with needed skills. The destination country's right to regulate gives it significant discretionary power for controlling both foreign workers' access to the local labor market and the participation of workers who enter the country legally (Hernández, 2023).

1 The conceptual framework, developed in the World Bank's World Development Report 2023, is better suited to analyze the role of public policies than the traditional push–pull framework of decision-making about migration, which is called into question by recent empirical findings (World Bank, 2023). Alrababah et al. (2023) show that refugees' decision (e.g., Syrians in Lebanon) to return is driven by conditions in the refugees' home country, whereas the conditions in refugee destination countries play a minor role.

The group of refugee migrants entitled to international protection is more heterogeneous. Among them are persons with skills in demand in their destination, such as Syrian entrepreneur refugees in Türkiye or displaced Venezuelan migrants with higher education levels in Colombia. There are also people with lower skill levels such as Haitian and Nicaraguan migrants and refugees who nevertheless can fill labor supply shortages in agriculture and care jobs, for instance, in Chile and Costa Rica. They might in any case need more support for successful labor market integration (Kaplan, Rivera, and van der Werft, 2023).

Groups in the third quadrant in the match and motive matrix (Figure 5.1), such as irregular migrants not allowed to work (e.g., Rohingya in Bangladesh), and who are outside the regulatory norms of the country of transit or destination. They usually do not have access to public employment services and are therefore not considered in the chapter.

FIGURE 5.1 CROSS-BORDER MIGRATION – MOTIVE AND MATCH PERSPECTIVE



Source: World Bank (2023).

5.3 Policies Managing Labor Migration

This section focuses on legal frameworks that regulate and control the movement of persons who want to work in another country. The potential role of public employment services in managing labor migration is usually linked to these regulatory frameworks. The rationale to involve public employment services in migration management is, however, not limited to the implementation of regulations but includes also their experience as a provider of labor market services.

5.3.1 Regulatory Frameworks and Migration Policies

Admission of migrant workers in most countries is based on legal frameworks that regulate and control the movement of persons in search of opportunities (managed labor migration) and in need of protection. Within and across regions there are diverse regulatory frameworks for work permits. In addition to the applicable laws and regulations, there is also a large variety of administrative practices.

Although regulatory frameworks and policies vary depending on whether a country is mainly labor-supplying ("country of origin") or labor-demanding ("country of destination"), the distinction becomes more and more blurred. An increasing number of countries are nowadays both countries of origins and countries of destination.[2] Colombia, for example, is traditionally known as a country of origin of emigrants but has become a destination country for about 3 million migrants, particularly from Venezuela.

The rationale for managing labor migration in destination countries is to address skill and labor shortages and looming demographic changes. High-income destination countries constitute the majority of countries that use international recruitment of labor to address labor shortages. Entry to destination countries, however, is usually restricted. As a rule, migrant workers are not free to enter destination countries to offer their services in the labor market without first having been offered a job. This means that employers usually select the workers needed to fill existing vacancies, and the government screens selected workers to ensure that they are eligible for admission. This is the case in most European countries, but also in various countries in Latin America and the Caribbean.[3] More or less restrictive immigration policies are motivated by the

2 IOM (2024b) counts 132 countries that were both countries of destination and countries of origin in 2022 and 119 in 2023.

3 It is beyond the scope of this chapter to review the types of systems regulating migrants' access to destination countries across all regions of the world. Demand-based models (where a job offer is a precondition for admission) has to be distinguished from supply-based models through which destination countries select qualified workers and authorize them to seek employment in the country (e.g., the Canadian point system). Exceptions to the rule making a contract or job offer a prerequisite to apply for a permit often relate to regional agreements (e.g., the free movement in the European Union) as well as to bilateral migration agreements for both the temporary recruitment of low-skilled workers and the (permanent) recruitment of highly skilled workers.

desire to protect the domestic labor force. Policies implemented to protect native-born workers include limiting the number of foreign workers who can be hired by setting quotas, or conducting labor market tests to ensure that local job seekers are prioritized. Admission categories, however, vary enormously from one destination country to another.

The rationale for countries of origin to regulate emigration is to enhance the development impact of labor migration, while at the same time mitigating the adverse impact of the emigration of skilled human resources. The 2030 United Nations Agenda for Sustainable Development acknowledges the positive contribution that migrants make to inclusive growth and sustainable development in countries of origin, transit, and destination. Labor emigration offers, among other things, noticeable relief for the national labor market and reduced unemployment pressure, more regularity of migration patterns, and more and sustained remittance flows.[4] Nonetheless, there are also concerns about the implications of emigration of highly skilled workers, commonly referred to as "brain drain."[5] The extent of the development impact of remittances and "brain gain" depends heavily on migration management policies in countries of origin, governed usually by an emigration act or decree.

In recent years, legislation has been passed to facilitate labor migration and to foster legal labor migration pathways. Japan, for example, has introduced major policy changes in the governance of recruitment from abroad to counteract the impact of rapid population aging on the labor market (OECD, 2024b). In Europe, changes in legislation and policies include higher quotas for non-EU workers, the extension of occupation shortage lists, special permits to fill specific occupations, the introduction of job search visas, the streamlining of skill recognition, regularization programs, further conclusion of migration and mobility agreements, establishment of an EU Talent Pool, and the building of new institutional frameworks to support employment of foreign workers and active recruitment in countries of origin (European Commission and Konle-Seidl, 2024). Latin American countries such as Colombia and Mexico have also introduced supply-based elements, and Chile and Paraguay have begun to update their legal frameworks to promote safe, orderly, and regular labor migration based on the primacy of human rights (Hernández, 2023).

Nevertheless, the record-high levels of migrants in many high-income countries have placed pressure on migration systems. Some of the main destination countries have not only tightened asylum legislation but have also begun imposing restrictions on other legal migration pathways to

4 According to the World Bank (2024), remittance flows to low- and middle-income countries reached US$656 billion in 2023, surpassing foreign direct investment and official development assistance.

5 Concerns about "brain drain" have to be weighed against "brain gain" effects. In view of prospects to emigrate, people may be encouraged to increase their efforts to acquire education and can in turn have sizable effects on income levels and welfare in countries of origin. Evidence reveals that high-skilled migration opportunities can increase, rather than decrease, a country's overall stock of educated workers (Batista et al., 2025).

curb immigration and ease pressure on the housing market and public services (OECD, 2024a). The perceptions of the public of distressed migrants and economic migrants are very different. Based on surveys, Kaplan, Rivera, and van der Werft (2023) note that beyond xenophobia, the native population might have concerns that an influx of migrants with similar abilities may increase the supply of such skills and generate lower wages, at least in the short run. In Latin America and the Caribbean, the political discourse surrounding the impact of migrants on local labor markets and the idea that migrants displace native workers is widespread. However, on aggregate, the literature on the impact of immigrants on natives' labor market outcomes has found zero or small positive effects on natives' wages and employment levels. In this sense, the overall strengthening of labor market institutions that support all workers—migrants as well as their communities—can be an important element in the seamless integration of migrants into the labor market (Hayo and Roth, 2024).

5.3.2 The Rationale for Involving Public Employment Services in Managing Labor Migration

Public policies on labor migration vary not only with respect to the relative emphasis put on selecting and attracting migrants, and the set of admission and residence requirements they apply to this effect, but also on the practical scope and political will to attract migrant workers. A clear migration strategy affects the level of involvement of public employment services in migration management.

There are various reasons to involve public employment services in the management of labor migration. One is based on their role as a "gatekeeper" to ensure the application of safeguard general principles or international standards that create favorable conditions for the promotion of safe, orderly, and regular labor migration. Standards such as the equal treatment of foreign workers with native-born workers are derived from the resolutions of the UN General Assembly and from guidelines developed by the ILO and the International Organization for Migration (IOM). Public employment services are at the core of these international standards, given that precarious and exploitative employment practices are caused in particular by the channels through which migrant workers are placed in employment relationships. Beyond serious, state-certified private recruitment agencies, there are an increasing number of illegal or unlicensed recruiters. The ILO notes that migrant workers are three times more likely to be victims of forced labor than non-migrants (ILO, 2025). Ensuring that migrant workers have adequate protection throughout the recruitment process and the employment relationship is crucial to prevent migrants from becoming trapped in forced labor situation. Concerns about the growing role of informal recruitment agencies and other operators acting outside legal frameworks, calls for the stronger involvement of the public employment service as a trustworthy intermediary.

Assessing working conditions before a work permit is issued, and thus ensuring due diligence regarding the quality of jobs on offer and compliance with international labor standards constitutes another important task for public employment services. In a number of countries, the services are already part of the implementation structure of these standards, including assessing working conditions before a work permit is issued to prevent labor exploitation (European Commission and Konle-Seidl, 2024). This is not only the case in high-income destination countries in Europe but also in middle-income countries such as Türkiye, Colombia, and Mexico, and in low-income countries in sub-Sahara Africa (e.g., Benin) (ILO, 2023).

A further reason to involve public employment services in the management of labor migration draws on their experience as a provider of a variety of labor market services, which enables them to assist employers and migration workers encountering a variety of barriers.

Employers, and particularly small and medium-sized enterprises (SMEs), often need support in recruiting migrant workers, including information about suitable candidates and support in understanding the complex rules and procedures for recruiting such workers. Employers' difficulties in screening workers are closely related to problems of immigrant workers in signaling their skills due to a lack of internationally (or regionally) recognized credentials, references, and professional networks. These difficulties may be particularly important in a region characterized by a high labor informality rate and educational backgrounds that offer limited insights into individuals' skill sets.

For their part, migrant workers often encounter difficulties in accessing and understanding information relating to international hiring. Most migrant workers lack information about job opportunities as well as reliable and transparent information about administrative procedures and working and living conditions in destination countries, particularly when they leave their country for the first time in search of employment abroad. Access to reliable and transparent information concerning employment opportunities and the recruitment process is crucial for migrant workers to build trust and avoid unfair practices. Equally important for the successful inclusion of migrant workers into the workforce and society are integration services (European Commission and Konle-Seidl, 2024).

5.4 Migration Services Delivered by Public Employment Services

This section first provides an overview of the range of services that public employment services could potentially deliver in countries of destination and countries of origin. The overview is then followed by an inventory—based on the findings of the World of PES Survey 2024—of what

public employment services actually are doing worldwide in planning and managing labor migration services, providing services to promote working abroad, and supporting migrants' labor market integration The final portion of this section presents good practice examples in providing services in destination countries and in countries of origin, and dives into practices related to labor market inclusion of migrant workers.

5.4.1 Services Potentially Delivered for International Recruitment and Placement

Table 5.1 provides an overview of the potential services offered by public employment services in the different stages of international recruitment in destination countries as well as in international placement in countries of origin.

TABLE 5.1 POTENTIAL ROLE OF PUBLIC EMPLOYMENT SERVICES IN INTERNATIONAL RECRUITMENT AND PLACEMENT

RECRUITMENT SERVICES IN DESTINATION COUNTRIES	PLACEMENT SERVICES IN ORIGIN COUNTRIES
Support in implementing national recruitment rules • Issuing lists of occupational shortages • Providing labor market data for migration authorities • Issuing work permits • Carrying out labor market tests • Assessing working conditions (approval for work permit issuance) • Screening working conditions post-arrival	**Promoting Working Abroad**
Support to migrant workers • Providing information on job opportunities, working and living conditions, visa and qualification recognition procedures, etc. • Helping migrant workers gain recognition of their skills and qualifications • Organizing skill training following arrival (including bridging courses to gain full recognition) • Providing pre-departure vocational and education training/ language training to selected candidates in cooperation with agencies in sending countries • Supporting the retention of international students	**Support to migrant workers** • Information and training prior to departure about: - The destination countries' labor market, legislation, rights, language, etc. - Documents necessary to enter the country (visa, work permits) - Language proficiency certification, if required - Workshops on how to enhance CV/interviewing skills - Documents to be prepared for skill recognition
If part of an agreement with the country of origin • Providing pre-departure vocational and education training/ language training to selected candidates in cooperation with agencies in sending countries	**If part of an agreement with the destination (labor-receiving) country** • Pre-selection of candidates for available vacancies • Labor contract to be signed before departure
Support to employers • Information and awareness-raising • Advertising vacancies overseas • Helping employers engage applicants from other countries • Guidance and information on recruitment and immigration procedures (webinars, job portals, personalized guidance) • Carrying out skills assessment/validation of profiles • Organizing job fairs abroad (including pre-screening of candidates)	**Support to employers** • Assisting employers in destination countries • Registration of overseas vacancies and validation of job offers from abroad **Return migrant workers** • Reintegration into the labor market and social environment • Support in the recognition of skills acquired abroad • Training opportunities for adapting the skills of the returning migrants to the domestic labor market • Offering self-employment opportunities, if available,
	Nationals working abroad • Career guidance and counseling on training opportunities and employment promotion measures

Source: Prepared by the authors based on European Commission and Konle-Seidl (2024) and ILO (2020).

5.4.2 What Are Public Employment Services Actually Doing?

Although most public employment services might lack a clear mandate to provide migration management services, many organizations provide project-based services. Several countries (e.g., Germany, Spain, Colombia) have recently also incorporated more supply-side elements in their migration legislation (exemptions from the need for a binding job offer to apply for a work permit), which potentially gives public employment services more room for intervention. More room is also given to them in specific recruitment programs, such as bilateral agreements for both (highly) skilled workers and for jobs in low-skill sectors such as agriculture and construction, in order to address workforce demand (see Section 5.5.1).

In the World of PES Survey 2024, public employment services worldwide were asked whether they provide migration-related measures and services in the following three domains:

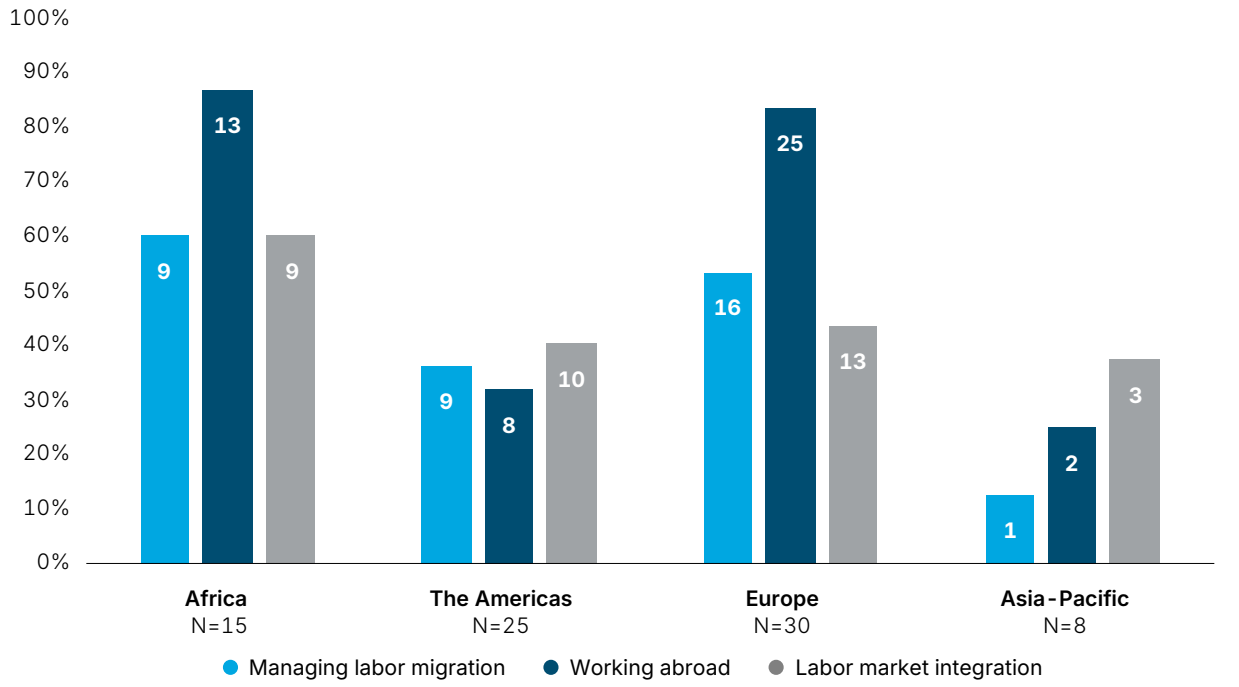
(1) Involvement in planning and managing migration services

(2) Types of services designed to promote working in another country

(3) Services specially designed for migrants' labor market integration.

Survey results indicate that 74 percent (58 of 78) of the surveyed public employment services provide services in at least one of the three domains (Figure 5.2). This means an increase of nearly 29 percentage points compared to 10 years earlier. However, these survey results on the growing engagement of public employment services must be viewed with caution. Compared to the World of PES Survey 2014, the migration items surveyed in 2024 were much more detailed. Results can therefore only be compared in general terms such as the number of public employment services involved in migration-related policies or the number of agencies supporting return migrants.

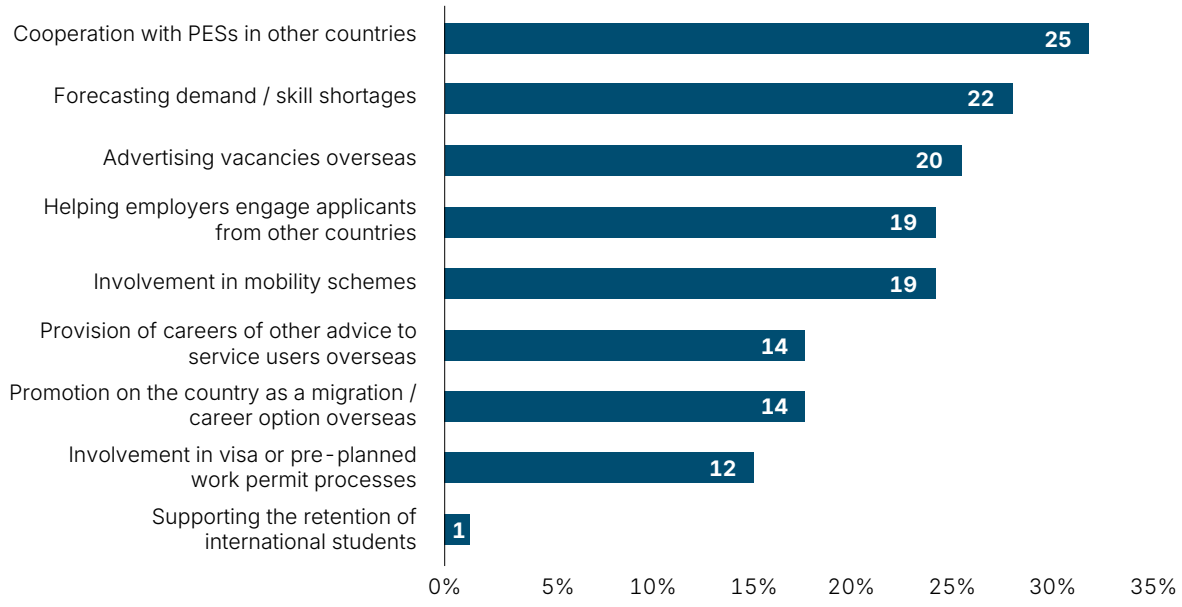
FIGURE 5.2 PUBLIC EMPLOYMENT SERVICES DELIVERING MIGRATION-RELATED SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=78.

About 45 percent of the surveyed public employment services in 2024 reported that they are involved in at least one of nine items related to planning and managing labor migration services (Figure 5.3).

FIGURE 5.3 INVOLVEMENT IN MIGRATION MANAGEMENT SERVICES, 2024



Source: World of PES Survey, 2024.
Note: N=78.

Cooperation between public employment services is the most frequent activity when planning and managing international activities, underlining the importance of the involvement of public employment services in bilateral migration agreements and temporary worker programs (Section 5.5). Involvement in forecasting demand/skill shortages, advertising vacancies overseas, and helping employers engage applicants from other countries are other tasks frequently mentioned. Although the retention of international students and their labor market integration continues to be an important policy objective of many destination countries (OECD, 2024a), supporting their retention does not seem to (yet) be part of the service portfolio of public employment services.

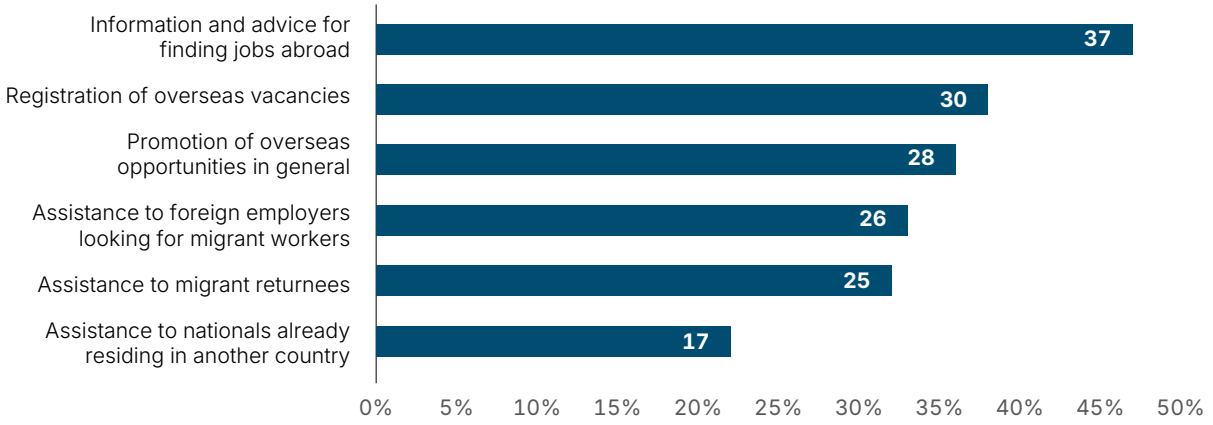
Twenty public agencies, mainly in Europe, advertise vacancies overseas, and 19 organizations provide additional services targeted to employers to find applicants from other countries. These services include information and identification of relevant channels for recruitment, assistance with candidate selection, and assistance with skill and qualification recognition. Less active in providing migration-related services are public employment services in the Americas and Asia. In Latin America and the Caribbean, the Mexican National Employment Service (Servicio Nacional de Empleo - SNE) stands out for providing eight out of the nine measures queried. In Asia,

the role of public employment services has generally declined, with private recruitment and employment agencies dominating recruitment and placement of workers abroad (Weeraratne, Weerasekera, and Bandara, 2022).

For countries of origin, services to promote working in another country are particularly important. They range from providing information and advice about finding jobs abroad to assisting migrant returnees. Most migrant workers lack information about job opportunities, particularly when they leave their country for the first time in search for employment abroad. The provision of information and advice about finding jobs abroad is therefore a very important service that is offered by 37 of the 78 surveyed agencies (47 percent). Assistance to foreign employers looking for migrant workers that goes beyond the registration of overseas vacancies (e.g., through pre-selecting candidates) is provided by 26 organizations (33 percent), and the same number also support migrants who return to their initial home country (Figure 5.4).

The attention to migrants, particularly those seeking employment abroad, is highest among public employment services in Europe. This result might initially seem surprising, but it becomes reasonable when considering the role of public employment services in facilitating intra-EU matching through the EURES Network, as will be discussed later in the chapter The number of public employment services in Africa providing services for people wanting to work abroad has increased compared to 2014: 10 of 11 public agencies indicated in the World of PES Survey 2024 that they provide several services (including Senegal, Niger, and Togo) or all types of services (including Cameroon, Gambia, and Mali) listed in Figure 5.4. Compared to survey results 10 years earlier, countries such as Niger or Guinea-Bissau have incorporated these services for the first time in their portfolio. In the Americas, placement services for people wanting to work abroad are less frequent, and in Asia, they are practically inexistent.

FIGURE 5.4 SERVICES TO PROMOTE WORKING IN ANOTHER COUNTRY, 2024



Source: World of PES Survey, 2024.
Note: N=78.

For countries of origin, an increasingly important aspect of labor migration is managing return migration, given that this is occurring in almost every country with a sizable emigrant population. For example, in 2022 almost 198,000 migrants returned to northern Central America from the United States and Mexico (Hernández, 2023). While returns from high-income countries are less frequent, most returns occur from low- and middle-income countries. Managing returnee flows and promoting the labor market reintegration of migrant returnees is key to avoid the waste of skills acquired while working abroad (Whaba, 2021).

Many returnees are from countries that do not offer assistance. For instance, in Africa, where intra-regional migration exceeds returns from Europe, even voluntary returns are not assisted. Forced returnees are in many countries ineligible for re-integration assistance. In Latin America and the Caribbean, which records substantial return flows, only three public employment services indicated in the World of PES Survey 2024 that they offer assistance to migrant returnees. In the Asia-Pacific region, only the Cambodian public employment service provides such assistance, in cooperation with the Associations of Private Recruitment Agencies and other stakeholders (Box 5.2). Unfortunately, little is generally known about the kind of reintegration services offered to returnees and their effectiveness.

BOX 5.2 CAMBODIA: SUPPORT FOR RETURNING MIGRANTS

The Cambodian government aims to strengthen the effective return and reintegration mechanisms and services for all migrant workers, including through certification of their skills. This intention is reinforced in the document entitled "Policy on Labor Migration for Cambodia 2019–2023," which lays down policies and responsibilities for assisting prospective and returning migrants. When a returning migrant worker arrives in Cambodia, a (private) recruitment agency arranges for and coordinates with the worker to obtain a certificate for recognition of work in the country of destination, which is to be issued by the Ministry of Labor and Vocational Training of the Kingdom of Cambodia. While the Association of Private Recruitment Agencies is given a decisive role in the ecosystem of migration management, the National Employment Agency (NEA) is tasked with registering migrant workers whose employment contracts have ended in the NEA database in order to disseminate labor market information, job and employment opportunities, and employment services for local and overseas employment.

Source: Kingdom of Cambodia (n.d.). Policy on Labor Migration for Cambodia 2019–2023. Available at https://asean.org/wp-content/uploads/2021/12/1.-Labour-Migration-Policy-2019-2023.pdf

5.4.3 Good Practices in Providing Services in Countries of Origin

The degree and type of interventions of public employment services depends very much on their resources and capacities. Public employment services in many origin countries are institutionally weak and under-resourced. However, in some middle-income countries, for instance, in North Africa, they have professionalized their services with international support and are more mature now. For instance, ANAPEC, the National Agency for the Promotion of Employment and Skills in Morocco, and ANETI, the National Employment and Self-Employment Agency in Tunisia, are providing effective international placement services in cooperation with partner organizations in destination countries (Box 5.3).

BOX 5.3 TUNISIA: PUBLIC EMPLOYMENT AGENCIES PROMOTING AND ORGANIZING INTERNATIONAL PLACEMENT

The Tunisian National Employment and Self-Employment Agency, ANETI, has professionalized its services with support from international experts and foreign public employment services from Germany, France, and Sweden. ANETI has concluded a variety of agreements to increase the mobility of Tunisian skilled workers and build lasting networks between partner organizations. It has set up a well-staffed international department and operates according to a defined procedure for international placement. The international placement process covers six stages:

(1) Job offers from abroad (Canada, France, Germany, Malta, Saudi Arabia), which are collected through the international website (www.aneti-international.tn).

(2) Validation of the job offers by checking the credibility of employers

(3) Publication of the job offer on ANETI's international website or social media (Facebook, Twitter/X)

(4) Pre-selection of candidates (registered with ANETI)

(5) Validation of CVs and transmission of the results to employers directly or through dedicated representatives (labor attachés) at Tunisian embassies.

(6) Final selection; the list of candidates usually includes 10 proposals

ANETI also offers pre-departure training if requested by the employer and provides post-arrival support through the labor attachés in Tunisian embassies in destination countries.

In February 2021, roughly 300,000 job seekers and 500 job offers from abroad were registered on ANETI's international website. ANETI cooperates with the Tunisian Agency for Technical Cooperation (ATCT), a non-profit agency that also provides international placement services for Tunisian skilled workers. The agency is responsible for prospecting foreign job opportunities for national citizens wishing to emigrate. It also provides pre-departure training and provides returnee support. In 2022, ATCT placed about 3,500 skilled workers, mainly in the Gulf States, European countries (France, Italy, Germany), and Canada.

Source: ANETI website, available at https://www.emploi.nat.tn/fo/en/global.php?menu1=21 (accessed August 10, 2025).

Temporary labor migration has become the fastest growing migration pattern in recent years. There are many temporary labor migration agreements in Africa (e.g., Togo with Canada), Latin America and the Caribbean (e.g., Ecuador with Spain), and South Asia (e.g., Bangladesh with Korea). Temporary and circular migrant workers usually arrive in countries of destination with a pre-arranged work agreement in place and thus may not need specific support with job searching from employment agencies in countries of destination. These migrant workers, however, need assistance in handling legal procedures to enter the countries of destination and to address other issues they might face while abroad. The longstanding Mexico-Canada temporary migration agreement is considered a good practice example that demonstrates the benefits of such a program and the involvement of the national public employment service to ensure that temporary migrant workers are treated in a decent and equitable manner (Box 5.4).

BOX 5.4 MEXICO-CANADA: 50 YEARS OF THE SEASONAL AGRICULTURAL WORKERS PROGRAM

Mexico's public employment service, the Servicio Nacional de Empleo (SNE), plays a key role in promoting the geographic mobility of workers in the domestic and international labor market through the bilateral worker mobility program with Canada and other bilateral and multilateral agreements with the United States and European countries. SNE has evolved substantially throughout its more than 40 years of operation, making significant advances in coverage and services that are available nationwide, ranging from job-matching, counseling, and placement to active labor market programs for training, self-employment, and labor mobility. Evidence shows that in Mexico—where labor informality is currently more than 50 percent—the likelihood of finding formal work increases with access to job-search support and participation in active labor market programs such as on-the-job training (CONEVAL, 2015).

The SNE is responsible for recruiting, interviewing, and selecting workers for the Seasonal Agricultural Workers Program (SAWP) with Canada based on the job profiles requested by Canadian employers. Started 50 years ago, the SAWP informs migrant workers about working conditions, accommodation, salaries and forms of payment, and the temporary nature of the contract (up to eight months).

Managing the program covers the following steps:

- Candidate registration, management of work permits, employer requisitions, assignment of workers, flight scheduling, and documentation and return report.
- A digital application (known as "PTATConnect") developed to facilitate communication with the migrant worker about the travel process, including medical procedures, visa applications, flight tracking, personal and general notifications, general benefit information, complaints, and surveys.

Between 1974 and 2024, 528,182 labor contracts were concluded and nearly CAD $388 million remitted from Canada—a significant annual flow of income to SAWP families in Mexico. The migration cycle follows the principles of legal, secure, and orderly migration protected by governments in both countries. For migrant workers, the placement services are free of charge. The workers are covered by social security, have access to healthcare services, and have life insurance while working in Canada.

Source: Presentation entitled "Servicio Público de Empleo de México- Acciones de Movilidad Laboral" at the SEALC Network webinar, "Migración y Mercados Laborales: El rol de los Servicios Públicos de Empleo," December 4, 2024.

As mentioned earlier, an increasingly important aspect of labor migration is managing return migration. Upon returning to their home countries, migrant returnees encounter various challenges, among them access to jobs, particularly well-paid jobs. Being a returning migrant does not translate into automatic social and labor market integration, and returnees may need support for services, as mentioned in Table 5.1, such as:

- Career counseling
- Domestic/International labor market information
- Support for self-employment
- Recognition of skills and competencies acquired through non-formal and informal learning while abroad

Recent years have seen the inclusion of return migrants and reintegration assistance in policy documents in many origin countries, including Nigeria, Afghanistan, Tunisia, Senegal, Mexico, Honduras, and Cambodia. However, public services in origin countries have not always been quick to adapt to serve returning migrants (OECD, 2020).

5.4.4 Good Practices in Providing Services in Destination Countries

To improve access to and understanding of information relating to international recruitment, public employment services are providing information about job opportunities, administrative procedures and living and working conditions to candidates in countries of origin and to employers in destination countries. In this context, the digitalization of migrant services through the development of job portals and multilingual platforms is important to expand the reach and efficacy of employment services (see Chapter 3).

In the European context, for example, governments in different destination countries are increasingly developing dedicated information and matching platforms. For instance, the comprehensive portal "Make it in Germany" has been developed by the German public employment services in cooperation with the Federal Ministry of Economic Affairs and the Ministry of Labor.[6] It contains multilingual information on in-demand occupations (including available job listings from public employment services), labor migration and social security regulations, and opportunities for family members and life in Germany. The employer section features detailed information on migration regulations as well as diversity management and integration. In addition, the portal

6 See the "Make It in Germany" website at https://www.make-it-in-germany.com/en/.

offers employers the possibility to upload job vacancies and contact candidates they are interested in, as the portal also includes an automated matching tool (European Commission and Konle-Seidl, 2024).

In view of the need to address labor and skill shortages in a range of sectors, and at various skill levels, governments in Europe are increasingly developing strategies to manage labor migration that involve public employment services. The Finnish government, for instance, has set up the Talent Boost Program to facilitate the international recruitment of talents.[7] The role of the Finnish public employment services within an ecosystem of migration agencies is to help employers find reliable recruiting partners in non-European countries (European Commission and Konle-Seidl, 2024).

A pioneering example of setting up a coordinated strategy for the recruitment of workers in East Asia is the Korean Employment Permit System (EPS), which involves, among a variety of actors, the Korean Employment Information Service (KEIS), set up in 2004 to respond to labor shortages by recruiting low-skilled workers. The Korean government concluded agreements with 16 countries of origin, mainly from Southeast Asia. KEIS is involved in the program by cooperating with employers to conduct labor market tests and assigning foreign candidates to eligible employers (Box 5.5).

7 See the Talent Boost website, Ministry of Economic Affairs and Employment of Finland, https://tem.fi/en/talent-boost-en

BOX 5.5 THE KOREAN EXAMPLE OF MIGRATION MANAGEMENT

Korea's Employment Permit System (EPS) is a temporary foreign workers program for non-professional jobs, mainly in the manufacturing sector where public authorities cooperate with (private) employment agencies in countries of origin to find candidates and assign them to eligible employers in collaboration with the Korean Employment Information Service (KEIS).

The government agency administering the EPS program, Human Resource Development Korea (HRDK), shortlists three candidates for each registered employer to recruit from. Employers must conduct a labor market test to assess their demand for foreign workers, and only if they are unable to fill the position after a mandatory advertising period and after reviewing domestic workers sent by the KEIS are they allowed to recruit.

HRDK usually brings migrant workers to Korea for an employment period of three years, provides ongoing support to EPS migrant workers, with initial training and pre-return and post-return training, and supports employers and workers during their stay. The program is managed by the government at no cost to employers, offering regular follow-up and services to workers as well as support for their return to their country of origin.

According to HRDK, the key achievements of the program include the provision of jobs for 280,000 workers from 16 countries (e.g., from Bangladesh, Nepal, India, Indonesia, Pakistan, Sri Lanka), which has resolved manpower shortages for 55,000 businesses in Korea. The number of temporary EPS permits issued doubled in 2022 and increased by an additional 8 percent in 2023. HRDK also emphasizes that the EPS enhanced the transparency of the entire process, mitigating burdens for workers and providing fair employment opportunities. The EPS also provides protection for migrant workers' rights throughout the entire process.

Sources: Chio (2020); OECD (2019, 2024b).

Public employment services in Europe often perform administrative tasks such as completely or partly processing the work permit procedure, conducting labor market (needs) tests, or controlling working conditions to secure legal, orderly, and safe migration. Hence, they fulfil the role as gatekeeper for fair recruitment. Several public agencies also act as providers of labor market data to migration authorities or are responsible for identifying shortage occupations, a precondition to recruit outside the European Union. To better understand the skill gaps and align the supply and demand of skills in the labor market, countries are increasingly using labor

market intelligence. The Spanish public employment service, for example, is testing an AI-based pilot tool to provide alerts about labor shortages. The tool scans job offers on the Internet and translates them into standard occupation codes. The tool is expected to be a barometer of occupations that are in high demand in each province and in designated periods (European Commission and Konle-Seidl, 2024).

5.4.5 Labor Market Inclusion Services

Different migrant groups might need different degrees of state support to effectively integrate into destination countries' labor markets. Labor migrants with a job offer or a permanent residence title need support mainly if they become unemployed, seek to change jobs, or request recognition of skills acquired in the country of origin. In contrast, refugee migrants need more support due to the forced nature of their migration and the traumatic experiences frequently associated with it. They generally arrive with weak, if any, attachment or link to the destination country and having gained qualifications and work experience in very different labor market conditions. Many are not able to provide proper documentation that would clarify their level of education or skills.

There is also a need to promote women workers in labor migration. Women are often self-excluded from support measures such as language or employment training due to childcare duties and cultural expectations. Surveys among migrant women in Latin America and the Caribbean also show that they experience unique challenges, different from those of migrant men and local women. They face multiple forms of discrimination based on their gender, national origin, migratory status, and other interrelated identities (Luzes et al., 2024). Specific programs for migrant women, however are scarce. To date, only a few public employment services, such as those in Sweden and Germany provide job-related support targeted to migrant women (European Commission and Konle-Seidl, 2020).

The high inflow of asylum seekers and forcibly displaced people in Europe from Syria, Afghanistan, Turkey, and Ukraine has sparked efforts to integrate them quickly into destination countries' labor markets. Against this backdrop, the European Network of Public Employment Services has prepared guidelines on the labor market integration of displaced people and refugees identifying language, skills and qualifications, partners and institutions, and employers as key areas for public employment service interventions (European Commission, and PES-Network, 2023).

Support measures for refugee migrants range from mainstreaming services into general labor market support measures to targeted measures to meet their specific needs (Box 5.6).

BOX 5.6 TYPES OF LABOR MARKET SUPPORT MEASURES FOR REFUGEE MIGRANTS

OUTREACH

- To migrants not registered with the national public employment service

SKILL AND NEED ASSESSMENT

- Skill and qualification assessment and profiling

SKILL DEVELOPMENT

- Organizing/providing language courses
- Access to vocational education and training, and further education
- Access to traineeships, apprenticeships, and internships
- Promotion of entrepreneurship
- Mentoring

JOB INTERMEDIATION

- Labor counselling and professional orientation
- Access to labor market information, job matching, and placement services

RECOGNITION OF SKILLS AND QUALIFICATIONS

- Validation and certification of skills (including informal and non-formal skills)
- Recognition of qualifications

Source: Prepared by the authors based on Martin et al. (2016).

The number of public employment services indicating that they offer services for migrants' labor market inclusion is comparatively low. In the World of PES Survey 2024, only 35 agencies (thirteen in Europe, eight in the Americas, three in Asia-Pacific, and nine in Africa offer at least one of the services listed in Figure 5.5. In the survey, public employment services were asked about a wide range of integration measures for migrants, including placement and related services, ALMP, civic training, and cultural orientation. 29 of 78 agencies provide placement and related services, and 25 provide training. Other ALMP measures such as recruitment incentives or public work schemes are offered more rarely. Only seven agencies offer civic training or cultural orientation, and ten agencies provide basic language courses. Employer engagement to promote job opportunities or address discrimination and other rights awareness promotion measures are mentioned slightly more often. Measures to help assess skills or recognize qualifications, a significant challenge to properly integrate migrants into the country of destination's labor market, are offered by only five agencies, mainly in Europe (Figure 5.5).

FIGURE 5.5 SERVICES TO SUPPORT MIGRANTS' LABOR MARKET INTEGRATION, 2024



Source: World of PES Survey, 2024.
Note: N=78.

These results reflect the fact that public employment services in low- and middle-income countries with a high share of informal labor and high inflows of (refugee) migrants often have less advanced policies to address serious problems by providing appropriate integration support.[8] Morocco and Tunisia in the Middle East and North Africa, and Colombia and Chile in Latin America and the Caribbean, are exceptions, as they provide specific integration services for migrants. Colombia has set new standards by developing specific integration policies for refugees and migrants (Box 5.7).

8 For instance, in Latin America and the Caribbean, , more than 6.5 million Venezuelans, 1.7 million Haitians, and nearly 700,000 Nicaraguans have settled outside their countries of origin, but within the region (Kaplan, Rivera, and van der Werft, 2023).

BOX 5.7 COLOMBIA: REGULARIZATION, CERTIFICATION AND INTEGRATION SERVICES FOR THE MIGRANT POPULATION

Colombia has set new standards for the integration of large flows of people in conditions of forced displacement and heightened vulnerability. As of December 2023, Colombia was hosting an estimated 2.9 million Venezuelan migrants, including about 2.4 million with regularized status. The country has mainstreamed the integration of displaced Venezuelans into national public service and benefit systems and in 2021 introduced the "Temporary Protected Status for Venezuelan Migrants" (effective until May 30, 2031) to regularize their status, paired with social and economic integration.

The government employment service UASPE, the administrative unit of the public employment services of the Ministry of Labor, facilitates access to formal employment for Colombians and foreigners, supports employers with adequate personnel for the recruitment process, and authorizes both public and private providers of labor intermediation services that constitute the network of providers of public employment services.

In conjunction with several international cooperation agencies, a pilot was developed in 2019 aimed at better managing the Venezuelan migrant population, as well as identifying and mitigating barriers to access to employment for those registered with the public employment service. A webpage was created to offer clear guidance on labor regulations and hiring requirements for both employers and job seekers. The website includes a link to the "Ruta de Empleo," which connects to the public employment service, indicating that all services are accessible to migrants and free of charge. The national public employment service played an important role in guiding both employers and migrants on the simplified process for obtaining work permits.

Colombia has also developed a tool, CONPES, to coordinate intersectoral strategies.[1] The Ministry of Labor coordinates labor policies for migrants, in conjunction with Foreign Affairs and Migration Colombia. In response to the large inflow, a CONPES document was issued specifically outlining strategies for the inclusion of migrants—including guidelines for the UASPE and SENA, the national training service that is part of the public employment services ecosystem. A key initiative was to facilitate work permit access for Venezuelan migrants and to provide labor market services such as certification, training, and employment support. The document also explains the formal employment requirements for migrants.

UASPE facilitates access to formal employment for Colombians and foreigners and supports employers with adequate personnel for the recruitment process. It authorizes both public and private providers of labor intermediation services that make up the network of providers of public employment services. Between 2015 and 2023, UASPE registered 239,473 Venezuelan migrants seeking employment. UASPE actions promote the labor formalization of the migrant and returnee population, improvement of their living conditions, and their social and labor integration.

Source: Colombian Ministry of Labor (2024).

1. The CNPES document is available at https://colaboracion.dnp.gov.co/CDT/Conpes/Econ%C3%B3micos/4100.pdf.

Migrants in many countries are often not registered with the public employment service and thus have no access to its services. Outreach to migrant groups is therefore key to provide them a perspective on the destination country's labor market. ANAPEC, the public employment service in Morocco, has started to create a network with local communities to reach out to migrant youth originally in transit but increasingly remaining in the country (ILO, 2023). In Portugal, where just 10 percent of immigrants are registered with the public employment service and unemployment rates among foreigners are high, the INTEGRAR Program was created in 2024 to enhance the professional and social integration of immigrants. The program is available only for immigrants registered with the public employment service. Also important to reach out to new arrivals is collaboration between public employment services and NGOs and/or diaspora groups, as they are often the first point of contact of new arrivals.

Among the various challenges that public employment services face when trying to support migrants in finding a job is the lack of diplomas or credentials. Assessment and validation of skills, including informal and non-formal skills, and the recognition of qualifications are also key to secure formal employment in countries with a high share of informal employment. Recognition of skills and qualifications is equally important in destination countries, where a concrete job offer is a precondition for admission to secure employment that matches migrants' profiles, preferences, and qualifications (Box 5.8).

BOX 5.8 ASSESSMENT, VALIDATION, AND CERTIFICATION OF SKILLS

Many migrants, including displaced people, come to Latin America and the Caribbean, Europe, or Asia without any documentation of their qualifications or any proof of their skills and competencies. Moreover, migrants often have work experience but no formal qualification in a profession. For public employment services, it is important to have tools in place (or available to them) that help them assess skills, recognize existing qualifications, support the acquisition of further skills, and, ultimately, help better match refugees with (formal) employment opportunities.

In the European Union, to support the early identification and profiling of skills and qualifications of migrants, the EU Commission has been developing a EU Skills Profile Tool for Third Country Nationals.1 The online tool aims to map qualifications and experiences of refugees and other third-country nationals who can then create profiles with personal details such as country of origin and residence status, as well as professional information such as education level and previous experience. Migrants can also add their aspirations for the future, from improving their language skills to finding a job in a field of their choice. The tool can be used by recruiters in interview situations, as it is designed in a way that is well understood by public employment services across the entire country. It is not intended as a recognition or authentication tool, but rather as a preparatory tool for recognition of prior learning and the identification of skills. The information collected can be used to support job searching and matching. The EU Skills Profile tool is available in all EU languages as well as in Arabic, Farsi, Pashto, Sorani, Somali, Tigrinya, and Turkish.

At the EU member state level, public employment services have also increased their efforts regarding skill assessment and validation by developing pragmatic and easy-to-implement tools to identify and assess skills and qualifications (European Commission and Konle-Seidl, 2017). In Sweden, for instance, a Qualifications Assessment Tool provided by the European Network of National Academic Recognition Information Centres assesses how a foreign qualification is comparable in Sweden and allows the user to immediately download a PDF and use it when looking for employment or planning studies. It covers approximately 1,000 qualifications from 77 countries. The Swedish public employment service often refers job seekers with foreign education and qualifications to use the tool. Although this method does not provide formal recognition, it speeds up the comparison of qualifications.

A promising example outside of Europe is the Colombian certification program “Saber Hacer Vale” (González-Velosa, 2022). The program is led by the Colombian Ministry of Labor and has been financed by the IDB and the government of Switzerland. It has been implemented in coordination

with SENA, Colombia's national training service. Its objective is to evaluate and validate knowledge and know-how to certify competencies and, thus, facilitate access to the labor market for the national and migrant population. The program, which came into effect in 2021, had almost 12,000 beneficiaries by the end of 2023, with about a third being migrants. The certification is particularly important for migrants to increase their chances of formal employment, given that labor market insertion in Latin America and the Caribbean is marked by a high level of underemployment and employment informality ranging from 20 percent to more than 80 percent.

Sources: European PES-Network (2023); and Colombian Ministry of Labor "Migrantes Venezolanos en Colombia," presentation at the SEALC Seminar entitled "Migración y Mercados Laborales: El rol de los Servicios Públicos de Empleo," December 4, 2024.

1 See European Commission, Migration and Home Affairs, available at https://home-affairs.ec.europa.eu/policies/migration-and-asylum/migrant-integration/migrant-integration-hub_en (accessed August 11, 2025).

5.5 Cooperation among Public Employment Services

An increasing feature to foster legal pathways for work is bilateral migration agreements between countries. The number of agreements focusing on expanding access to employment- and skill-based migration pathways has multiplied across all regions in recent years (Hooper and Sohrst, 2024). Public employment services in both destination and origin countries are increasingly involved in such state-led recruitment and placement programs. Cooperation between public employment services in the origin and destination countries is a key feature of such agreements.

5.5.1 Bilateral and Multilateral Skill and Mobility Agreements

Inter-state cooperation on mobility can enhance the development impact of labor migration, prevent the drain of skilled workers necessary for countries of origin through fair and ethical recruitment, and provide assistance to countries of origin in planning emigration, as well as in encouraging circular or return migration for critical skills (PSI, 2024). Establishing global skills partnerships is also an aim of The Global Compact for Safe, Orderly and Regular Migration (objective 18) of the United Nations.

In contrast to programs for the temporary recruitment of low-skill workers (seasonal or cross-border), such as the Mexico-Canada agreement, bilateral and multilateral skills and mobility agreements combine (temporary) exemptions to migration rules with additional support to employers in the destination country and with investments in skill development in the origin country for people who want to use and develop their skills in a new work environment. Skill and mobility partnerships are deemed to be a way to develop good practice models to manage labor migration in an orderly, safe, and fair way. A good practice example in the field of managing health workforce migration is the German Triple WIN Program (Box 5.9).

BOX 5.9 GERMANY'S TRIPLE WIN PROGRAM: AN EXAMPLE OF FAIR AND ETHICAL RECRUITMENT[1]

Bilateral and multilateral agreements are increasingly common ways to recruit health and care workers in many regions of the world. Since 2013, GIZ, the German development cooperation agency, has worked with ZAV, the international placement service of the German public employment service, and with public employment services in origin countries to train and place nurses in German healthcare facilities. The German Triple WIN Program is deemed to have advantages for all three sides. Nurses are able to live and work in Germany under fair conditions. At the same time, unemployment is reduced in their countries of origin, and these countries benefit from nurses' financial remittances. In Germany, hospitals and care facilities are able to fill their vacancies. The public employment service is cooperating with partner organizations in Bosnia-Herzegovina, Jordan, the Philippines, Tunisia, Indonesia, and India. The public employment services in the origin countries, such as ANETI in Tunisia, identify candidates trained as nurses. They receive German language training and bridging courses to prepare for the national examination in Germany. Upon arrival in Germany, they receive initial integration support and assistance in obtaining recognition of certificates. Employers cover the cost of GIZ services (about €8,000) as well as the travel costs and cost of language and professional certification. About 8,000 nurses had participated in the program through 2023.

A guiding principle of participating organizations is to ensure that labor migration is fair, that is, it does not adversely affect the domestic labor market (avoiding "brain drain") and does not hinder development prospects in vulnerable origin countries. In line with the World Health Organization's Code of Practice, the program takes into consideration only those countries that have a surplus of well-trained nurses in order to prevent brain drain. For instance, a placement agreement with NSZ, the Serbian employment service, was dissolved in 2020 because Serbia itself experienced a shortage of nursing staff.

Triple WIN and other bilateral agreements are following fair recruitment standards developed by international organizations such as the WHO, International Labor Organization, and International Organization for Migration (IOM). The program also provides a good example of what should be typical contract contents: a wage standard equal to those of German employees, details of overtime payments, payment for night work, payment for working on weekly holidays and public holidays, working hours, accommodation and amenities covering the amount of charges that the employee has to pay, leave entitlement, status of cost of return journey, settlement of disputes under the German labor law, etc.

Although the Federation of Public Services International (PSI) considers the German Triple Win program as a kind of gold standard in fair recruitment in the health sector, the program is costly, time-consuming and difficult to scale up.

Sources: GIZ (n. d.); ILO (2019); and PSI (2024).

1. Fair means that it conforms with international human rights norms and labor standards, such as those of the United Nations and International Labor Organization Conventions on migrant workers. Ethical means that migration and international recruitment of health workers take into account fairness and equity, ensuring that developing countries are not drained of their critical health workforce while addressing the health workforce needs of all countries.

Talent Partnerships are a specific strategic tool to boost labor mobility and cooperation between countries of origin in North Africa (Egypt, Morocco and Tunisia) and Asia (Bangladesh, India) with EU member states.[9] They support regular and safe pathways to the European Union (European Commission, 2023a). The European Commission is encouraging the use of these partnerships as a new approach to migration management. Talent partnerships include mobility schemes, along with support for capacity-building (e.g., training public officials on administering migration policies). They are deemed to respond to labor market needs in origin and destination countries by linking mobility opportunities with investments in training and skill recognition that can benefit both skilled labor migrants and people who stay and work in origin-country labor markets.

A specific feature of these multilateral initiatives is the active involvement of public employment services in origin and destination countries. Box 5.10 describes the example of the Belgian-Tunisian Skills Mobility Partnership and the role of public employment services within the program.

9 For more information, see European Commi°sion, "Talent Partnerships," available at https://home-affairs.ec.europa.eu/policies/migration-and-asylum/legal-migration-and-resettlement/talent-partnerships_en (accessed August 11, 2025).

BOX 5.10 MULTILATERAL MOBILITY PARTNERSHIP BETWEEN EUROPE AND NORTH AFRICA

Two projects, A Holistic Approach to Labor Migration Governance and Labor Mobility in North Africa (THAMM) 2019–2023 and THAMM Plus 2023–2027, aim to attract talented individuals from North Africa to Europe and build capacity in their country of origin. THAMM has been implemented by Belgium (Wallonia), France, and Germany with their counterparts in Egypt, Morocco, and Tunisia in collaboration with the International Labor Organization and International Organization for Migration. It has been co-funded by the European Union. Public employment services in Belgium and Germany and in Morocco and Tunisia are actively involved in the program.

FOREM, the Wallonian public employment service, for example, cooperates with ANAPEC in Morocco in implementing the project. The FOREM team coordinates the following tasks:

- Identifying the demand for targeted talent (installation technicians and automation technicians) in the two countries
- Comparing the content of training in Morocco and in Wallonia (Belgium).
- Identifying employers who want to recruit outside the European Union; once the job seeker is selected, the public employment service looks for employers online/physically
- Supporting employers through matching channels, information on security standards to be met, support with work permits, and housing.

Job fairs with interviews and speed-dating were organized in Morocco. After the pre-selection of applicants by ANAPEC, 400 people applied for the 29 available vacancies. In the end, 26 candidates were chosen to start the formalities to work in Belgium.

Although these programs are still small-scale, time-consuming, and costly, they are generally deemed promising because they are founded on clear policy objectives in origin and destination countries.

Sources: European Commission and Konle-Seidl (2024).

5.5.2 Free Labor Movement Areas

Another increasingly employed feature of managed migration policies is regional free labor movement arrangements, which allow persons to move easily to neighboring countries. These agreements usually govern key aspects of regional mobility pathways, establish accountability regarding migrants' rights and obligations, and define roles and responsibilities of different actors. They also tend to include mechanisms for the permanent regularization of migrants, the right to access the labor market, public health systems, public education, and the right to family reunification (Hernández, 2023).

In contrast to the free movement of workers in the European Union, free movement agreements in other regions such as Latin America and the Caribbean (CARICOM, MERCOSUR, Andean Migration Statute) and in West Africa (Economic Community of West African States) have no common framework and no specific assignment to public employment services in facilitating matching across borders. EURES, the European intermediation service network (Box 5.11), has been considered as a possible model to strengthen the labor intermediation services of public employment services in other free labor movement regions.[10]

10 The ILO, for example, collaborated with the World Association of Public Employment Services and the Central American Integration System in a joint initiative (FOIL) from 2010 to March 2015 to strengthen the labor intermediation services of public employment services in Central America and the Dominican Republic, building on the model of the European Employment Service (EURES). The FOIL Project has achieved bilateral agreements for labor migration between Mexico and Guatemala and between Nicaragua, Honduras, and Guatemala, but has not advanced in building a common framework. For more information, see ILO, Labour Migration Branch https://wwwex.ilo.org/dyn/migpractice/migmain.showPractice?p_lang=en&p_practice_id=99 (accessed September 9, 2025).

BOX 5.11 EURES: A CROSS-BORDER JOB BOARD OPERATED BY PUBLIC EMPLOYMENT SERVICES

The right to free movement for employment led to the establishment in 1994 of EURES, a network of public employment services in European Union/European Economic Area (EU/EEA) countries of origin and destination for mobile workers. The network provides labor market information for mobile workers prior to departure and on arrival, places and relocates migrants, and offers skill training. EURES services are delivered through a human network of EURES advisers and through the EURES portal (the European Job Mobility Portal). Within EURES, public employment services are tasked with engaging in match-making across borders, providing the full range of services to job seekers and employers, albeit with a limitation to job matching within the European Union. This means that public employment services can assist employers in filling vacancies with job seekers from across the EU/EEA on the EURES matching portal. They provide specific support services for frontier workers and employers in cross-border regions. EURES functions through an EU network of advisors from the public employment services of participating countries and the EURES matching platform. In most participating countries, the advisors can simply flag existing entries of vacancies in their databases so that they also appear in the EURES platform. This signals that the employer is interested in filling this vacancy from abroad. Public employment services in the EURES network also provide information on and access to post-recruitment assistance, such as language training and support with integration in the destination country, or assist with information on living and working conditions in the EU member states, such as taxation, pensions, health insurance, and social security.

The analysis of the impact of EURES in 2021 revealed that EURES services and tools are effective up to a certain point. Limitations have been identified in differences in the quality of service provision across the network and regarding the effectiveness of the EURES portal in supporting the recruitment process. Based on indicators of eight countries included in the analysis, 61 percent of the job vacancies available at national level were also publicly available by EURES members and partners. There are one million CVs and 5,000 employers registered at the portal. However, the number of job placements facilitated through the EURES Portal or the EURES staff was relatively low in the past, with 83,360 placements.

The matching effectiveness is expected to increase with the development of an automated matching tool through implementing the classification for skills, competences and occupations (ESCO).

Sources: See the European Labour Authority website at https://www.ela.europa.eu/en/eures-network (accessed August 11, 2025; see also European Commission et al. (2021).

5.6 Conclusions

A key objective of this chapter has been to explore whether migration-related tasks have become part of the portfolio of public employment services. The World of PES Survey 2024 indicates that migration management is indeed an evolving function for public employment services, but that it varies considerably across world regions. Compared to the results of The World of PES Survey 11 years ago (2014), public employment services in Europe, parts of Africa, and Latin America and the Caribbean are increasingly active, particularly in partnerships between labor-sending (origin) countries and labor-receiving countries (destination). Public employment services play a minor role in labor migration in Southeast Asian countries, where they have generally become less important.

The nature and intensity of involvement depends on public employment services' maturity and resources, and on the mandate to implement national migration policies. Limited responsibilities, capacity, and coordination still constrain their potential. Some promising practices can be found in Latin America and the Caribbean as well as in North Africa. Countries such as Mexico, Morocco, and Tunisia provide examples of public employment service involvement in international placement within the framework of temporary or bilateral skills and mobility labor migration agreements. In Colombia, the Network of Public and Private Employment Services stands out as a pioneering example of providing adequate support to integrate migrants into formal employment, which is particularly important in labor markets with a high share of labor informality.

Promising practices and growing cooperation signal future opportunities, particularly if supported by strengthening public employment service mandates and resources, enhancing data systems, and regulating private recruitment agencies. Encouraging is the increasing cooperation between public employment services in North Africa and Europe, between neighboring countries in Europe (e.g., Poland with Ukraine, and Slovenia with North Macedonia), and between countries with cultural, social, and language ties (e.g., Portugal with Brazil) in the context of different forms of bilateral agreements. There are additional possibilities for cooperation—for example, by sharing vacancy portals—in areas with free movement of labor. While some form of agreed labor mobility is in place in Latin America and the Caribbean and African subregions, cooperation between public employment services in these regions is not realized in practice so far—unlike the European intermediation service network, EURES.

More can also be done to develop partnerships with other domestic providers, in particular private employment and recruitment agencies. Within a developing ecosystem of migration agencies, examples from Europe (Germany, Finland), Asia (Korea), and Latin America and the Caribbean (Colombia) demonstrate that there might be room for public employment services to increase their role in migration management.

Expanding mutual learning and regional collaboration can boost the role of public employment services in effectively and sustainably managing labor migration. Investments may be needed in a range of critical areas, including the development of robust migration management capabilities, establishment of effective mechanisms to collect and analyze labor market data, and regulation of private recruitment practices. Since in many cases the development of labor-migration-related services is implemented with the support of international cooperation, multi-country thematic evaluations of the performance of those services (in terms of relevance, effectiveness, efficiency, coherence, sustainability and impact) would greatly contribute to improve knowledge about the quality of those services.

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The World of Public Employment Services 2026

6

Delivering Public Employment Services in Partnership: The Role of the Social and Solidarity Economy

6.1 Introduction

Public employment services support job seekers with the help of the public, private, and nongovernmental sectors. Since the 1980s, following a global trend, public employment services have adopted a partnered or "networked" way of working, ranging from service procurement to other forms of partnership (Ricca, 1988; Weishaupt, 2013).[1] Although significant national differences exist, this evolution has been prominent in Organisation for Economic Co-operation and Development (OECD) countries. For example, public employment services work with public bodies such as training institutes and municipalities through cooperation agreements. They also work with job placement businesses, work integration social enterprises, and non-profit associations through service delivery contracts.

Public employment services work with partners on a range of objectives, from expanding their programming to deepening links with employers or hard-to-reach groups. Dialogue with employer representatives and unions increases public employment services' understanding of skill needs (OECD, IDB, and WAPES, 2016). In some countries, municipalities can help public employment services reach job seekers who receive social assistance, and who may not otherwise be in contact with employment services. At the local level, cooperation helps services deliver training and other programs that match the needs of the local economic environment (OECD, 2018). Global megatrends such as the effects of environmental shocks and the energy transition on labor markets (Chapter 4) or labor migration (Chapter 5) have created a need for employment services to develop new approaches. Public employment services also work with external actors to collect information, digitalize services, communicate with the public, and conduct research (Davern, 2020).

The provision of labor market services to vulnerable groups faces multiple challenges. Policy attention has increased regarding the labor market integration of vulnerable groups, such as young people, people with disabilities, or people with low occupational skills. Lacking sufficient employment history, many in contributory unemployment insurance systems are not enrolled in benefit systems tied to employment services, while others face difficult and multifaceted challenges to finding work. Social changes, such as growing migration and aging populations, have presented employment services with novel challenges, such as rapid language learning needs, unrecognized foreign qualifications, and retraining of older workers. Attracted to their social mission, capacity to innovate socially, and more equitable governance structures, employment services have turned to social and solidarity economy (SSE) entities to strengthen their ability to help these groups.

1 For a detailed description on the organization of public employment services, including their decentralization, see Lauringson and Lüske (2021).

Public employment services are increasingly engaging with the SSE to expand the reach and diversity of their services to disadvantaged groups. The SSE is also referred to as the "social economy" or the "third" or "non-profit" sector in some countries. In contrast to other entities, the SSE is recognized internationally by the United Nations, International Labour Organization (ILO), and OECD as a set of entities (e.g., associations, cooperatives, and foundations) whose activities are typically driven by societal objectives, values of solidarity, the primacy of people over capital, and, in most cases, democratic and participative governance (OECD, 2022c).

The purpose of this chapter is to analyze and provide policy guidance on ways in which public employment services collaborate with the SSE. The chapter does not cover other ways in which employment services and the SSE interact, such as cases in which entities co-exist and may compete for job seekers. The first section of the chapter explains the SSE and its value in supporting vulnerable groups in the labor market. The second presents survey results as well as three broad ways in which public employment services partner with the SSE based on policy research (Davern, 2020; European Commission, 2021) and survey evidence. The chapter concludes with policy orientations for public employment services to best leverage the role of the SSE in policy based on the 2022 OECD Recommendation on the Social and Solidarity Economy and Social Innovation. Infographic 6.1 visualizes key points made in the chapter.

INFOGRAPHIC 6.1 DELIVERING PUBLIC EMPLOYMENT SERVICES IN PARTNERSHIP WITH THE SOCIAL AND SOLIDARITY ECONOMY

WHY THE SOCIAL AND SOLIDARITY ECONOMY?

SOCIAL AND SOLIDARITY ECONOMY IS MADE UP OF:

- Associations
- Mutual organisations
- Foundations
- Co-operatives
- Social enterprises

THREE COMMON CHARACTERISTICS

- People and societal objectives over profit
- Participatory governance
- Re-investment of profits into the mission

addresses **social and environmental issues** that may not be addressed by the state or market

helps expand the **reach and diversity of services** to disadvantaged groups

supports vulnerable groups, including job seekers who face challenges in their pursuit of employment, especially **women, youth and migrants**

HOW DOES THE SOCIAL AND SOLIDARITY ECONOMY SUPPORT THE PUBLIC EMPLOYMENT SERVICES?

AS SERVICE PROVIDERS

The social and solidarity economy delivers employment services including:
- counselling (placement)
- training (classroom or work-based)

Social and solidarity economy entities provide training services in nearly 70% of surveyed public employment services.

BY HIRING JOB SEEKERS OR ENCOURAGING ENTREPRENEURSHIP

The social and solidarity economy supports the work integration of vulnerable people, including through sheltered employment, entrepreneurship and local job creation.

Over one-third of surveyed public employment services work with the social and solidarity economy to employ/support persons with disabilities or other individuals with high levels of vulnerability.

THROUGH ADVISING ON POLICY DESIGN

The social and solidarity economy can provide strategic insights and direct service links with vulnerable people in a territory that supports the mission of public employment services.

The social and solidarity economy is involved in designing services or labor market programmes in over a fourth of surveyed public employment services.

WHAT CAN POLICY DO FOR PUBLIC EMPLOYMENT SERVICES TO WORK BETTER WITH THE SOCIAL AND SOLIDARITY ECONOMY?

Create a level playing field for the SSE to work with PES through adequate policies, including legal frameworks.

Put in place service-delivery contracts, cooperation agreements, and certification processes for the SSE to support job seekers and policy.

Use public procurement and project based financial tools to foster more engagement of PES with the SSE.

Source: Prepared by the authors.
Note: PES: public employment service; SSE: social and solidary economy.

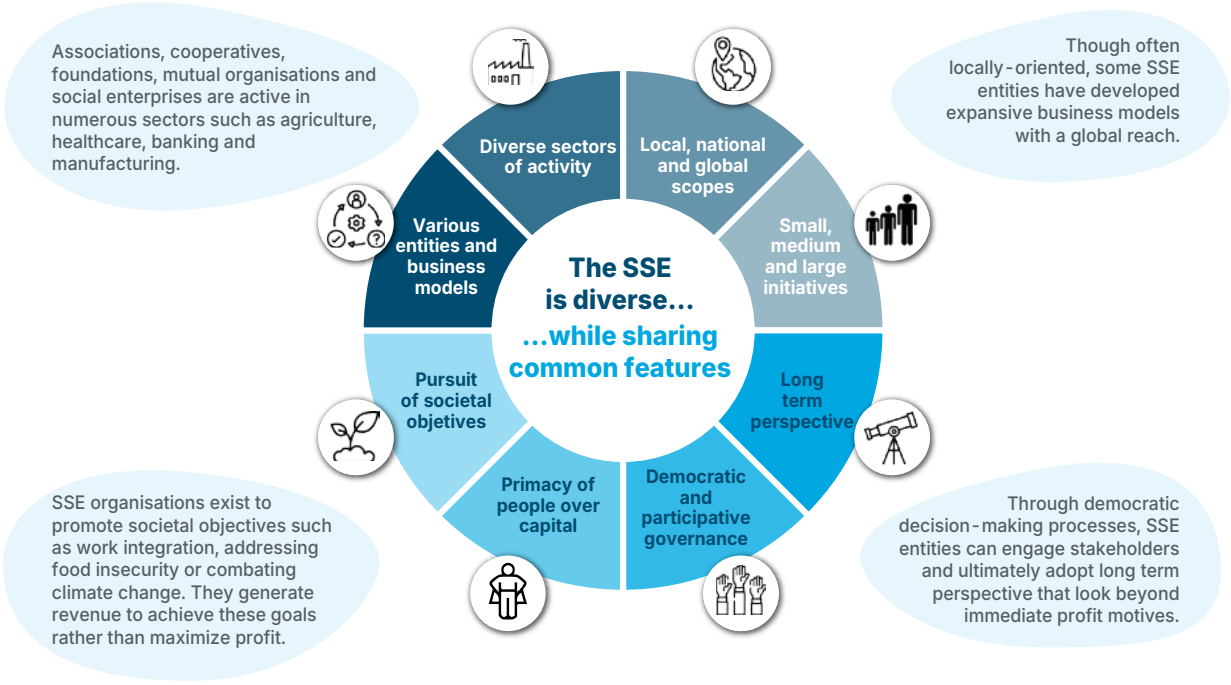
6.2 The Social and Solidarity Economy

6.2.1 What Is the Social and Solidarity Economy?

This section provides an overview of the SSE, exploring its concepts, principles, and theoretical foundations. It presents the diverse range of organizations that are part of the SSE, highlighting their roles and contributions to broader economic and social objectives. Furthermore, the section delves into policy measures that governments implement to support the growth and development of the SSE, such as national strategies, legal frameworks, and institutional support structures.

The SSE is "made up of a set of organizations such as associations, cooperatives, mutual organizations, foundations, and, more recently, social enterprises" (OECD, 2022c). Grassroots and community-led initiatives can also be part of the SSE. SSE entities and their activity are typically driven by (1) societal objectives, (2) values of solidarity, (3) the primacy of people over capital (members involved in SSE organizations participate in governance and decision-making processes regardless of the amount of capital they contributed, and they typically operate under the principle of one-member-one-vote, ensuring that each member has an equal voice regardless of their financial stake), and (4) democratic and participative governance (OECD, 2022c). SSE organizations present a set of advantages to deliver employment and social policies compared to for-profit or other entities (Figure 6.1).

FIGURE 6.1 HOW DO SOCIAL AND SOLIDARITY ECONOMY ENTITIES WORK?



Source Adapted from World Economic Forum (2022) and OECD (2020).
Note: SSE: social and solidary economy.

The SSE increasingly plays a major role in social and economic development, contributing varying percentages to GDP across countries: 1.6 percent in Mexico, 4 percent in Colombia, and 5.4 percent in France. Employment shares also differ: for example, 1 percent in Bulgaria, 3 percent in Hungary, and 10.4 percent in France. In the European Union, the social economy employs over 13.6 million people, about 6.3 percent of the working-age population, while in Mexico, it accounts for 3.2 percent of employment. Women often represent a large share of SSE employment; for example, they made up 66.9 percent of SSE employment in 2018 in France, 70.3 percent of non-profit employment in Canada in 2021, and 68.8 percent of the social enterprise workforce in Ireland in 2022 (OECD, 2024).

The SSE encompasses a range of terms that refer to various types of entities and notions, including the third sector, the social economy, the solidarity economy, and the non-profit sector. The SSE emerged from the convergence of the social economy and the solidarity economy. The social economy is traditionally composed of associations, cooperatives, and mutual societies, and has expanded to include foundations and social enterprises. The solidarity economy focuses on grassroots, community-based organizations that support equitable economic relationships

and mutual aid systems. Although some of these initiatives might be informal, some countries have formally recognized them as forms of the SSE. For instance, in Mexico, Ejidos represent small-scale collective agricultural units, while in Argentina, Clubes de Barrio y de Pueblo are legally acknowledged as neighborhood-based sports and activity clubs. Faith-based organizations can sometimes be included in the SSE, such as Portugal's Misericórdias. Among the various concepts, the SSE has emerged as the most comprehensive term, increasingly adopted by practitioners and scholars as well as international organizations (OECD 2023e). Key definitions are summarized in Table 6.1.

TABLE 6.1 WHAT ARE THE DIFFERENT TERMS RELATED TO THE SOCIAL AND SOLIDARITY ECONOMY?

TERM	ORIGIN	MAIN FEATURES
Social economy	France	- Concept born in the 19th century in France and rediscovered in the 1970s. - Classically associated with cooperatives, mutual benefit societies, and associations. - Legal, political, and economic recognition in some parts of the world (Belgium, Quebec [Canada],[1] Spain).
Solidarity economy	Latin America France	- Focus on the solidarity dimension. - Attention paid to the transformative action and political dimension of organizations. - Makes a distinction between a long-established social economy and newer solidarity mechanisms/organizations (e.g., more participatory, smaller initiatives, embedded at the local level).
Social and solidarity economy	France Quebec[1] (Canada) International	- Aims to encompass both long-established social economy organizations and newer solidarity mechanisms/organizations. - Legal recognition in some countries (France).
Non-profit organizations	United States	- Organizations that belong to neither the private for-profit sector nor the public sector. - Excludes any organization that practices the redistribution of surplus (e.g., most cooperatives).
Third sector	Various countries and regions (including Anglophone countries)	- Places this specific field as separate from the public and the private sectors.

Source: OECD (2023e), adapted from Fonteneau and Pollet (2019).

1. While the term "social and solidarity economy" is being widely used in Quebec (Canada), the 2013 provincial law (the Social Economy Act) refers to the social economy, and not to the social and solidarity economy.

Several countries have adopted legal frameworks, action plans, or strategies to recognize and support the SSE. In many countries, legal frameworks have been adopted to recognize entities such as associations, foundations, cooperatives, and mutual societies that traditionally form the SSE (OECD, 2023d). Examples of countries that have adopted specific legal frameworks include Bulgaria, France, Mexico, Portugal, Romania, Slovenia, and Spain. Some regions in Belgium (Wallonia, Brussels-Capital Region) and Canada (Quebec) also have legal frameworks. In some countries, legal frameworks focus on specific entities such as social enterprises (e.g., Croatia and Denmark) or cooperatives (e.g., Chile, Massachusetts/New York, United States) (OECD, 2023d). In Africa, Cape Verde was the first country to enact SSE legislation in 2016, followed by Cameroon in 2019, Tunisia in 2020, and Senegal in 2021. Other countries have strategies (e.g. Morocco) or are developing policy frameworks (e.g., South Africa) (ILO, 2022).

SSE organizations are not profit-seeking; rather, they actively pursue revenue generation as a means to sustain their activities and fulfil their missions. Their funding and financing sources may include contributions from their members, revenues from sales of products and services, and support from the public sector in the form of grants, tax benefits, and contracts. In addition, SSE organizations may generate funding through external contributions, including donations from individuals and philanthropic organizations, and investments from impact-driven financial intermediaries. Their funding is also linked to their legal structure and type (non-profit or generating tradable income). While non-profits may rely on grants and donations, cooperatives can generate revenues through member contributions and sales. Such structures face obligations related to profit reinvestment in membership and communities, although some might operate as market-driven entities seeking to capitalize on their competitive positions.

SSE entities typically address issues that may not be addressed by the state or market (OECD, 2020). Their focus may be on environmental sustainability (e.g., through circular economy practices, where their role is increasingly recognized by countries such as France, Ireland, Spain, and others), social inclusion, poverty alleviation, health, caregiving, work integration, and empowerment of youth, women, and migrants/refugees (OECD, 2020). Some countries are formalizing and/or scaling up SSE entity involvement in welfare systems and employment strategies. Examples include the recognition of community health or mutual health organizations in West Africa and Latin America; or the promotion of social enterprises that provide employment opportunities for people with disabilities, for example in Europe, Japan, Korea, Canada, and Uruguay (UNRISD, 2022). SSE entities might also address challenges related to the working conditions of foreign workers (e.g., FairCare of Diakonie Württemberg, Germany) (OECD, 2023b).

6.2.2 How Does the Social and Solidarity Economy Support Vulnerable Groups and Job Seekers?

The SSE supports vulnerable groups, including job seekers who face challenges in their pursuit of employment. Long-term unemployed individuals, or those identified by public employment services as facing significant barriers to employment, often grapple with low occupational skill levels, psychosocial issues, medical concerns, single parenthood, social isolation, and/or poverty—all of which hinder their ability to find and maintain jobs.

SSE entities collaborate with public employment services in many countries. In some countries what are known as work integration social enterprises are closely tied to active labor market policies (ALMPs). In others, work integration social enterprises are viewed as providing opportunities for disadvantaged groups in the absence of effective ALMPs (e.g., in Colombia, cooperatives are set up by unemployed people to create their jobs) (Cooney, Nyessens, and O'Shaughnessy 2023). Work integration social enterprises typically seek to re-integrate disadvantaged groups such as the long-term unemployed or people with disabilities into the labor market through productive activities, training, and skill development. Originating in pre-1960s vocational rehabilitation efforts, work integration social enterprises expanded in the 1980s to include populations such as immigrants, the homeless, and those with substance abuse issues. The International Comparative Social Enterprise Models (ICSEM) Project identified four social enterprise models: entrepreneurial non-profits, public sector social enterprises, social cooperatives, and social businesses. Across all models, work integration remains their core mission (Cooney, Nyessens, and O'Shaughnessy 2023).

SSE actions include sheltered employment for people with disabilities through open-ended employment contracts; re-socializing vulnerable workers through productive activities; work experience or training to transition to the labor market; and self-financed, permanent employment, including through worker cooperatives.

Some public employment services have improved hiring subsidies by working with social enterprises, and promoting employment sustainability. For example, *France's Territoires zéro chômeur de longue durée* targets long-term unemployment in rural and deprived urban areas. It offers long-term unemployed individuals jobs with social enterprises tailored to their skills, aiming to prepare them for the conventional labor market. A 2021 report showed the program effectively promoted social integration and health, although its broader economic impact was limited due to small scale. The report recommended clearer participant criteria and activity selection. Belgium adopted this approach in 2022, with the regional public employment services Actiris and Forem focusing on the very long-term unemployed, emphasizing in-work guidance and training (European Network of Public Employment Services, 2023).

SSE entities often help vulnerable people enter into economic activity by promoting job entry along with social inclusion (SALAR, 2021; ILO, 2022). For example, Austria, Bulgaria, Croatia, Germany, Romania, Slovenia, and Spain recognize work integration social enterprises that enhance employment prospects and provide support for people with disabilities (European Commission, 2020). In Poland, the 2022 Act on the Social Economy expands social enterprise status to legal forms if entities operate in work integration or provide social services to local communities (OECD, 2023d). In Brazil, Colombia, and Mexico, SSE entities such as cooperatives provide a pathway for formal employment and self-employment (Gaiger, 2015) while addressing issues such as poverty, education, and social inclusion (OECD, 2022a). In Korea, the 2007 Social Enterprise Promotion Act stimulated work integration and helped reduce unemployment (ILO, 2017b). SSE organizations typically operate in sectors deemed essential to local communities such as agriculture, education, caregiving, and healthcare, and which are also labor-intensive, thus focusing on job creation at the local level (ILO, 2017c).

Women, youth, and migrants are some of the underserved and marginalized groups on which the SSE focuses. These groups often face systemic barriers that limit their access to resources, economic opportunities, education, and services. The SSE supports these groups by addressing the unique challenges they face, enabling them to realize their full potential.

Women

Women represent a large share of the labor force in the SSE compared to their representation in the overall labor force in several countries. In Belgium, France, Italy, Portugal, and Spain, the women's share is estimated to exceed 60 percent. Within SSE entities, women predominantly work in the services sector, which aligns with the SSE's focus on social sectors—including health, caregiving, education, and social work—often referred to as "pink-collar jobs." For instance, nearly 96 percent of workers in personal and household services within the SSE in France are women. Many organizations within the SSE offer a platform to bring greater visibility to economic activities where women are most active, and provide opportunities for them to progressively transition to formal economic activity (OECD, 2024).

The SSE often provides more flexible working conditions, such as self-employment or part-time employment for women, particularly considering their disproportionate responsibilities for unpaid labor and childcare responsibilities. A higher share of women than men across countries are in part-time employment (23 percent of women and 9 percent of men) (OECD, 2018). Women are disproportionally in charge of unpaid care work, which calls for flexible working hours (Ferrant, Pesando, and Nowacka, 2014). This trend is particularly notable for women with children. Their chances of (re)entering the labor force depend largely on government spending on early child-

hood education and care (OECD, 2021). In France, 35 percent of SSE employees are part-time, compared with 19 percent of employees in the remaining private sector (ESS France, 2020). In Italy, 46 percent of SSE employees are in part-time employment, compared with 27 percent in other companies (ISTAT/EURICSE, 2021). In Québec (Canada), 23 percent of SSE employees are employed part-time (Institut de la Statistique du Québec, 2016).

SSE entities also provide additional support services, allowing for a better work-life balance for SSE female employees and individuals with care responsibilities beyond the SSE. For example, in Spain, cooperatives and worker-owned companies (Sociedades laborales)[2] show higher safety, inclusion, diversity, flexibility, non-discrimination and equality between men and women as well as reduced glass ceiling effects and higher job stability compared with other types of firms (Calderón and Calderón, 2012; Castro, Santero-Sánchez, and Bandeira, 2020). In Brazil, cooperatives and women's associations offer childcare services (Ogando and Brito, 2013; Clamp and Tapley, 2023). In Sweden, around 10 percent of childcare is provided by cooperatives (Coompanion Sweden) (Caimi, 2023). In Québec (Canada), the SSE operates most early childcare centers.

Young People

The 2021 OECD Youth and Social Enterprise survey highlighted several benefits of social enterprises for young people. For example, up to 20 percent of leadership positions in social enterprises in the Province of Québec (Canada), France, and Spain are filled by young people, and more than one in four social entrepreneurs and almost two in five aspiring social entrepreneurs in Australia, the United States, and Western Europe are below the age of 34. Employment in social enterprises has shown resilience during economic crises. For instance, between 2007 and 2011, employment in Italian cooperatives rose by 8 percent, whereas overall employment fell (ISTAT, 2017). Similarly, in Portugal, social economy employment grew by 8.5 percent from 2013 to 2016, outperforming the broader economy during that period (CASES/Statistics Portugal, 2019). In addition, social enterprises are poised to address unemployment, with potential job creation forecasts suggesting an extra 1 million jobs in 12 African countries by 2030 (GIIN, 2020).

Social enterprises enable youth to gain valuable work experience and develop leadership and transformative skills, enhancing their job prospects. Research suggests young people are increasingly concerned with social values in their careers, aligning closely with the values of the

2 Spanish sociedades laborales are a type of firm that can be characterized as being between a conventional firm and a worker cooperative, removing the separation between owners and workers while allowing for raising capital from non-working investors (Croce, Martí, and Martín-López, 2014). They have been regulated by a stable legal framework since 1997 (Ley 4/1997 de Sociedades Laborales) specifying criteria for companies to qualify, such as at least 51 percent of shares being owned by working employees and no single shareholder holding more than 33 percent of the company.

SSE (O'Boyle, 2021). The societally minded entrepreneurial skillset young people build in social enterprises is attractive to enterprises that are concerned with social impact and responsibility (Grayson, 2014; OECD, 2024). In Brazil, individuals under age 25 represent 26 percent of the workforce in social enterprises, while those ages 25 to 39 account for 46 percent (Möller, 2020). Finally, social enterprises provide inclusive ways to operate under better and more stable working conditions, as well as greater job satisfaction and perceived value of the work (ILO, 2022; European Commission, 2021).

Migrants

In many countries of destination, SSE entities play a major role in supporting migrants and asylum seekers by providing administrative, social, and labor market facilitation. Associations and grassroots organizations offer a wide range of services, including help with legal applications, translation assistance, and access to social services such as housing and healthcare. Moreover, SSE entities serve as pathways to labor market integration, leveraging their connections within communities. For example, across Latin America and the Caribbean, the Tent Partnership for Refugees (Tent) provides guidance to businesses on hiring and training refugees. This initiative has fostered partnerships that have successfully connected refugees to employment opportunities in countries such as Colombia and Peru, helping them contribute to their new communities (OECD, 2023a).

6.3 Methods of Social and Solidarity Economy Support for Public Employment Services

This section discusses results related to the SSE from the World of PES Survey. The 2014 survey conducted for the previous edition of this publication, published in 2016, did not include questions asking public employment services to assess the way they collaborate with the SSE.[3] Survey results show public employment services collaborate with the SSE as:

1. **Service providers**, a relationship through which public employment services procure services from the SSE
2. As **work integration partners**, through which SSE entities help job seekers enter the labor market by hiring them directly, encouraging entrepreneurship or creating jobs locally
3. As **policy advisors**, when the SSE supports the design of policies and programs as well as their target groups.

The section also presents case studies according to the three partnership types above.

3 Survey methodology is discussed in Chapter 1 of this report.

6.3.1 Procurement of Employment Services

This section presents survey results related to the way the SSE delivers services on behalf of public employment services, often in the form of procurement. Procurement typically implies a purchaser-provider relationship between the SSE and public employment services, where the latter organize a competitive application process for entities to deliver specified services. These arrangements can take different forms, ranging from outcome-based contracts to cost-coverage agreements. The first two categories of active labor market programs—including placement services and training[4]—lend themselves to procurement because SSE entities can deliver a defined service. This contrasts with other arrangements discussed in the following sections, including the SSE hiring an individual directly, or the SSE providing programmatic support outside employment service-delivery.

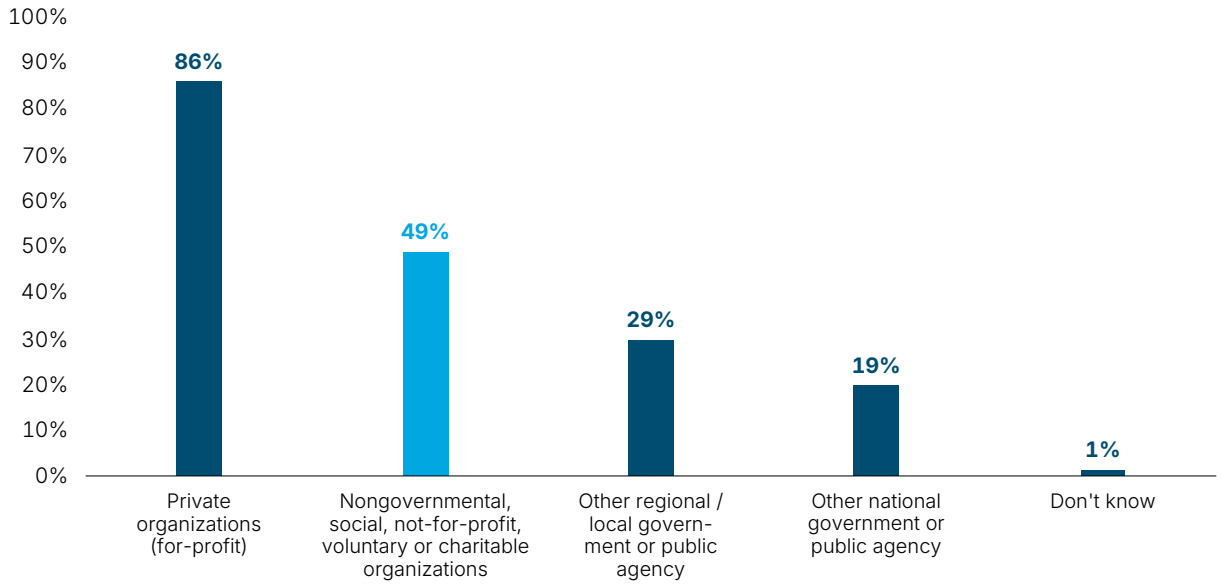
Survey results show SSE entities are common contracting partners for public employment services to deliver counseling (placement) services.[5] Nearly half of public employment services surveyed in 2024 reported that SSE entities, or non-profit or nongovernmental organizations more broadly, provided placement services in addition to, or instead of, those of public employment services (Figure 6.2). For-profit private organizations, meanwhile, are a provider of placement services for over 86 percent of public employment services. Subnational governments and public agencies provide services in 29 percent of surveyed public employment services, while other national government services or agencies do so in 19 percent of surveyed countries.

4 See Chapter 1 for a detailed description of labor market program categories. Training includes both classroom and work-based training. Compared to employment incentives, the immediate objective of work-based training is not the progressive or immediate employment of a job seeker by a business or SSE entity. In practice, there may be a degree of overlap between work-based training and employment incentives, as entities such as social enterprises or cooperatives may benefit from an employment incentive to hire a job seeker that is also conditioned on the provision of in-work training and the acquisition of vocational skills.

5 Case management includes both general counseling, a service that is usually maintained within public employment services, and more intensive counseling, which is more frequently contracted out (European Commission, 2018a).

FIGURE 6.2 PROVISION OF PLACEMENT AND COUNSELING SERVICES BY TYPE OF PROVIDER ACCORDING TO SURVEY RESULTS, 2024

Share of surveyed public employment services reporting that nongovernmental, social, non-profit, voluntary, or charitable organizations provide services in addition to, or instead of, those provided by public employment services.



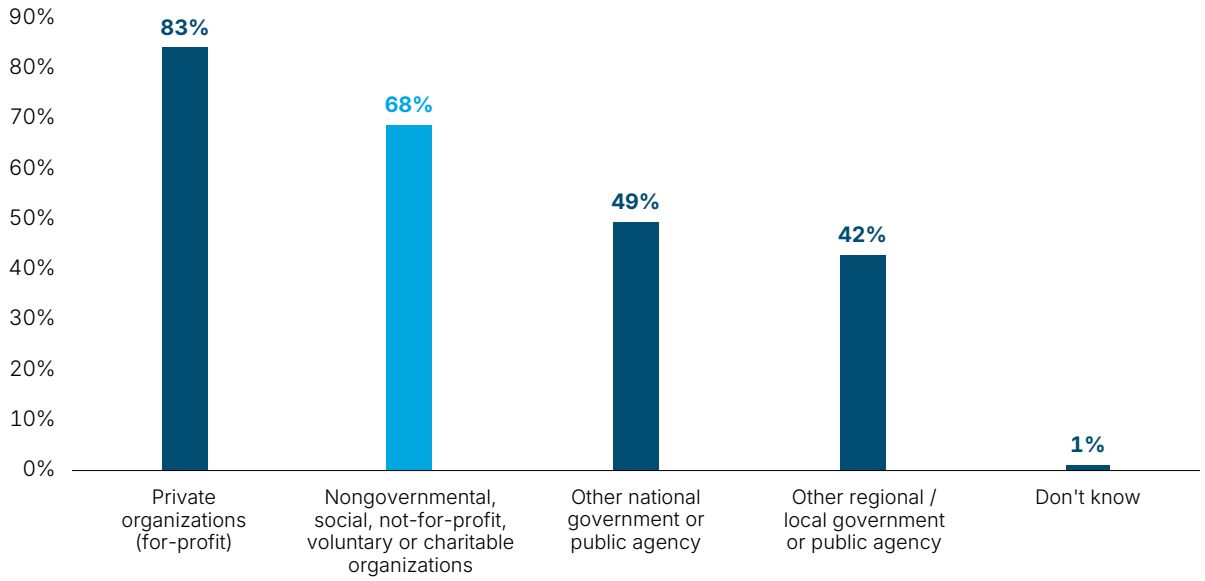
Source: World of PES Survey, 2024.
Note: N=78. See Chapter 1 for a discussion of the survey methodology.

Training is the labor market program most delivered by the SSE. According to survey results, just under 70 percent of surveyed public employment services rely on SSE entities to deliver training to job seekers (Figure 6.3). For-profit organizations deliver training for 83 percent of surveyed public employment services. Other organizations, including public agencies and subnational governments, deliver training for 49 percent and 42 percent of public employment services, respectively. Training delivered by the SSE can take the form of occupational training, training for specific skills, and job readiness, often complementing the offer available in the public technical and vocational education and training system. In Australia and Colombia, for example, public employment services contract out training to both non-profit and for-profit organizations.[6]

6 In Colombia, the Servicio Público de Empleo.

FIGURE 6.3 PROVISION OF TRAINING BY TYPE OF PROVIDER ACCORDING TO SURVEY RESULTS, 2024

Share of surveyed public employment services reporting that nongovernmental, social, non-profit, voluntary or charitable organizations provide services in addition to, or instead of, those provided by public employment services.



Source: World of PES Survey, 2024.
Note: N=78. See Chapter 1 for a discussion of the survey methodology.

Public employment services can leverage networks of associations, cooperatives, foundations, and social enterprises to deliver counseling and training. Often, associations and foundations provide counseling to or train individuals as part of a service delivery contract with public employment services. In France, for example, associations such as Simplon and Social Builder have contracts with the public employment service, France Travail, to deliver contracted digital skills training for target groups of job seekers (France Travail, 2020, 2025). Such entities have the legal status of associations as per France's July 1, 1901 Law on the Association Contract (Loi du 1er juillet 1901 relative au contrat d'association), which includes them within the national legal definition of the SSE. They also receive certification from and are subject to quality control by different regulatory bodies to deliver contracted training. Social enterprises and cooperatives, meanwhile, tend to train job seekers as part of work-based training, apprenticeship programs, or a work integration agreement with public employment services. In this case, service delivery can overlap with the SSE employing a job seeker, an arrangement discussed in the following section.

Governments can develop frameworks that outline how partnerships function, including which entities are eligible to apply, and how selection occurs. Countries often rely on hybrid models in which employment services call on both private and non-profit provision. Legislation or regulations also outline how contract evaluation is carried out, such as through performance-based evaluation or cost-reimbursement processes based on output reporting criteria (Langenbucher and Vodopivec, 2022). In Chile, for example, the National Service for Training and Employment (SENCE) Labor Scholarships (Becas Laborales) Program uses a call for application process to select SSE and non-SSE recipients (Box 6.1).

BOX 6.1 THE ROLE OF SOCIAL AND SOLIDARITY ECONOMY ENTITIES IN THE DELIVERY OF PUBLIC EMPLOYMENT SERVICES IN CHILE

Chile recognizes the social and solidary economy (SSE) sector through legislation on cooperatives and mutual societies. The National Service for Training and Employment (*Servicio Nacional de Capacitación y Empleo* - SENCE) Labor Scholarship (*Becas Laborales*) Program helps categories of vulnerable job seekers and low-income workers receive in-work training, build their capacity to work, and find a job in the sector in which they received training. In 2023, SENCE provided CLP 8 billion (over US$8.4 million) for the program. A Becas Laborales Competitive Fund (*Fundo concursable*) finances entities to provide vocational training to the vulnerable groups set out in the program.

In 2023, a legislative act (*Resolución Exenta Nº 4619 de 28-12.2023*) increased the focus on the SSE in the program by raising and specifying the eligibility of SSE organizations and the broader non-profit sector, such as: associations, cooperatives, federations and confederations, foundations, and Indigenous organizations. Eligible entities apply to the fund through an application-based process. Participating job seekers or workers receive different forms of support while training, including free participation, a daily allowance, an allowance of CLP 250 000 (US$260) to purchase training tools, and another CLP 5 000 (US$5.20) per day for childcare. Organizations accredited by SENCE to certify vocational training provide regulatory certification to training organizations.

Source: (SENCE, 2023a, 2023b, 2024).

6.3.2 Direct Hiring of Job Seekers through Work Integration, Job Creation, and Entrepreneurship

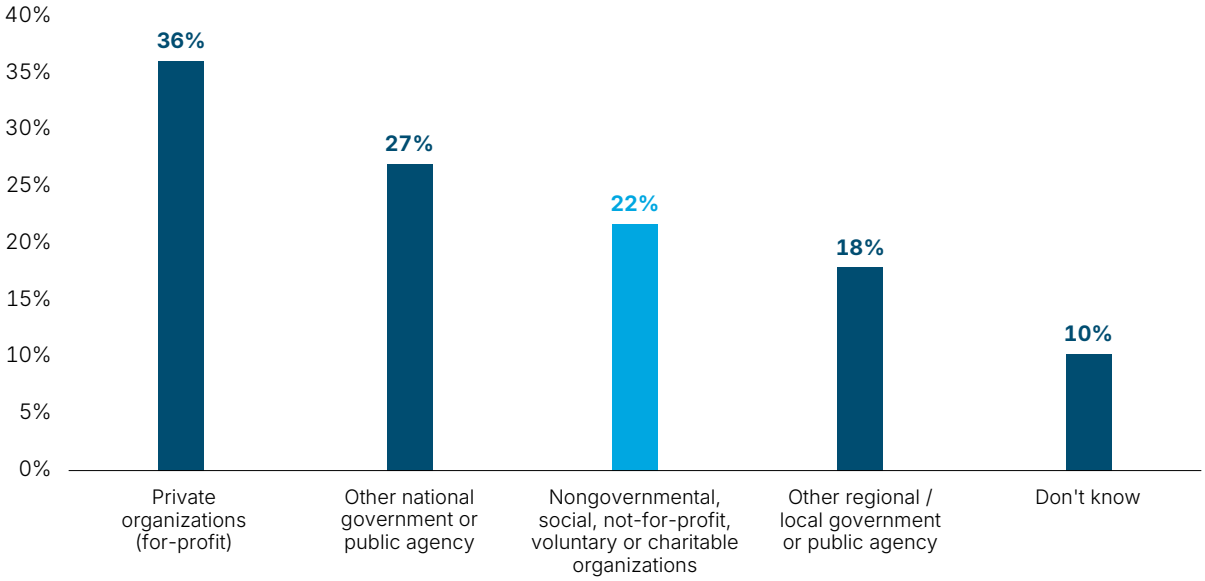
This section presents survey results related to the way SSE entities hire job seekers directly, helping them enter the labor market. The SSE often hires and supports job seekers entering the labor market through tailored "work integration" pathways. As employers, SSE entities provide work-based experience and shape tasks around a job seeker's capacities. The section also presents results related to remaining labor market program categories, including sheltered/protected employment and rehabilitation, job creation, and entrepreneurship, policies which share the broad objectives of work integration. Partnerships around these labor market programs often include the employment of job seekers directly by the SSE, which is often distinct from the support delivered to a job seeker as part of service procurement.

To support work integration, SSE entities typically receive employment incentives, a labor market program category, and other forms of financial support to cover wage costs. Over one-fifth (22 percent) of public employment services surveyed work with the SSE through employment incentives, highlighting the SSE's role as a direct employer of vulnerable people (Figure 6.4).

Work integration social enterprises are a common type of SSE entity that delivers work integration. Although national definitions vary, the term "work integration social enterprises" applies to different types of SSE entities whose objective is to help disadvantaged people integrate into the labor market and society through productive activity (UNTFSSE, 2022). Work integration experiences often include mentorship that helps a vulnerable person learn workplace habits and get a career direction, supporting the acquisition of skills and experience.

FIGURE 6.4 USE OF EMPLOYMENT INCENTIVES BY TYPE OF ENTITY ACCORDING TO SURVEY RESULTS, 2024

Share of surveyed public employment services reporting that nongovernmental, social, non-profit, voluntary, or charitable organizations provide services in addition to, or instead of, those provided by public employment services.



Source: World of PES Survey, 2024.
Note: N=78. See Chapter 1 for a discussion of the survey methodology.

The form and function of work integration social enterprises vary significantly across countries, taking on legal forms of social enterprises, associations, or private enterprises. While work integration social enterprises take the legal form of social enterprises if established by a country's legal system, in some countries they can also take the form of other entities such as associations as well as private enterprises or public agencies that obtain work integration social enterprise certification.

Countries can put in place a certification process for these enterprises to obtain a mandate to perform work integration for public employment services. In the Brussels-Capital Region, Belgium, for instance, organizations follow a certification process to register as a social enterprise and a work integration social enterprise (Box 6.2). Public employment services define criteria for job seekers to benefit from work integration social enterprise employment, such as the duration of unemployment.

BOX 6.2 THE WORK INTEGRATION SOCIAL ENTERPRISE SYSTEM IN THE BRUSSELS-CAPITAL REGION, BELGIUM

The Brussels-Capital Region has put in place a two-fold system to certify work integration social enterprises. When they obtain work integration social enterprise status, social enterprises can recruit job seekers from social services and the region's public employment service, Actiris.

First, entities apply to receive the status of social enterprises. In the Brussels-Capital Region, entities that under public and private law can apply for this status (entreprise sociale) include municipal government entities, non-profit organizations, and private enterprises. Entities must have an economic purpose (produce goods or services, be economically viable, and generate employment), pursue a social mission, and govern themselves democratically. Entities obtain a two-year renewable permit, unlocking financial support.

Second, a subgroup of social enterprises follows a second process to operate as work integration social enterprises (entreprise sociale d'insertion). To do so, social enterprises assemble a "work integration" project including skills acquisition and socio-professional support targeted to vulnerable job seekers, as defined by the region. Once certified, work integration social enterprises obtain financing for a maximum of €218,000 for 32 job seekers. Financing can cover 80 to 100 percent of wages, and up to 20 percent of operating costs. Work integration social enterprises obtain a five-year mandate.

Source: Brussels-Capital Region (2024).

Countries can also turn to the SSE to provide sheltered and protected work environments and rehabilitation.[7] Measures support the labor market integration of persons with reduced capacity to work, including people with disabilities, individuals recovering from an accident, illness, or substance abuse, or groups such as former offenders, migrants, and individuals with low skill levels (European Commission, 2018a).[8] Over a third (35 percent) of surveyed public employment services work with SSE entities to provide sheltered or protected employment (Figure 6.5).

7 Employers that provide sheltered and protected environments adapt the workplace through disability-specific mentoring and training as well as adaptations to the working environment.

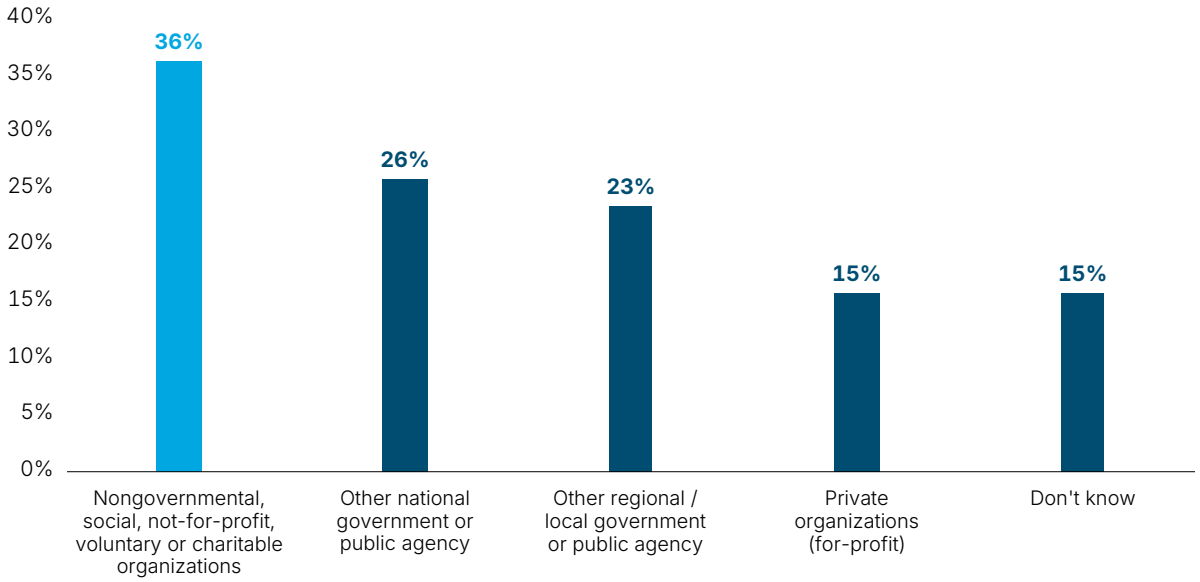
8 Sheltered employment refers to support provided to entities in the commercial market operating specifically to hire people with disabilities, while supported employment involves public support for people with disabilities to work in a normal professional environment. Rehabilitation, meanwhile, takes the form of activity and training that help prepare people with disabilities for the labor market.

Around a quarter collaborate with other public agencies or subnational governments (26 percent and 23 percent, respectively) to provide this type of employment. SSE entities specializing in protected and sheltered workplaces receive funding or other support, though financing typically differs in scale and duration from traditional employment incentives provided to work integration social enterprises.

Cooperatives are common providers of sheltered working environments that countries can promote to develop sheltered and protected employment. When they join or form cooperatives, vulnerable and/or disabled workers can vote to influence workplace organization (ILO, 2012). Italy developed legislation around "social" cooperatives, a subgroup of cooperatives that have a social, as opposed to solely mutualistic, purpose (Italia non profit, n.d.). Type "B" cooperatives provide sheltered employment (Box 6.3). Associations and other SSE entities also provide occupational training and rehabilitation activities tailored to the sheltered and protected target group. For example, in 2023, the Ministry of Labor of the Dominican Republic initiated a new set of actions under the broader RD Trabaja program to support people with disabilities (Box 6.4).

FIGURE 6.5 USE OF SHELTERED EMPLOYMENT AND REHABILITATION FOR PERSONS WITH DISABILITIES BY TYPE OF ENTITY ACCORDING TO SURVEY RESULTS, 2024

Share of surveyed public employment services reporting that nongovernmental, social, non-profit, voluntary, or charitable organizations provide services in addition to, or instead of, those provided by public employment services.



Source: World of PES Survey, 2024.
Note: N=78. See Chapter 1 for a discussion of the survey methodology.

BOX 6.3 ITALY: TYPE "B" SHELTERED COOPERATIVES RESERVE AT LEAST 30 PERCENT OF EMPLOYMENT FOR VULNERABLE PEOPLE

Two types of social cooperatives, type "A" and type "B," operate in Italy, with a third type, "mixed" cooperatives, having characteristics of both. In addition to general cooperative legislation, social cooperatives follow social cooperative laws, including Law 381/1991 and Decree 112/2017. While type A cooperatives provide services such as health and vocational education, type B cooperatives provide sheltered employment for vulnerable people.

Type B cooperatives operate in diverse sectors such as agriculture, manufacturing, retail, and services. At least 30 percent of the workforce within a type B cooperative must be composed of vulnerable people. In 2019, out of the 60,000 people employed in type B cooperatives that are members of Italy's social cooperative sectoral body, *Confcooperative Federsolidarietà*, 10,000 of them were physically or mentally disabled and 18,000 faced disadvantages, including the long-term unemployed and single parents, or were young people looking for their first job. In 2022, 5,000 type B social cooperatives operated in Italy.

Sources: CONFCOOPERATIVE (2019); and Tallarini (2022).

BOX 6.4 PARTNERSHIP-DRIVEN REHABILITATION SERVICES IN THE DOMINICAN REPUBLIC'S PUBLIC EMPLOYMENT SERVICES

As part of an agreement between the Dominican Republic's national employment service (*Servicio Nacional de Empleo* - SENAE) and its partners, the *Compromiso de Inserción Laboral Inclusiva*, RD Trabaja supports organizations that help people with disabilities enter the labor market. The Dominican Rehabilitation Association (ADR), an RD Trabaja partner, is an association with non-profit status that provides medical, therapeutic, and tailored education programs for people with mental and physical disabilities. The association helps people with disabilities find a job adapted to their abilities, while also providing entrepreneurship education tracks.

Sources: Ministry of Labor (2023); and ADR (2023).

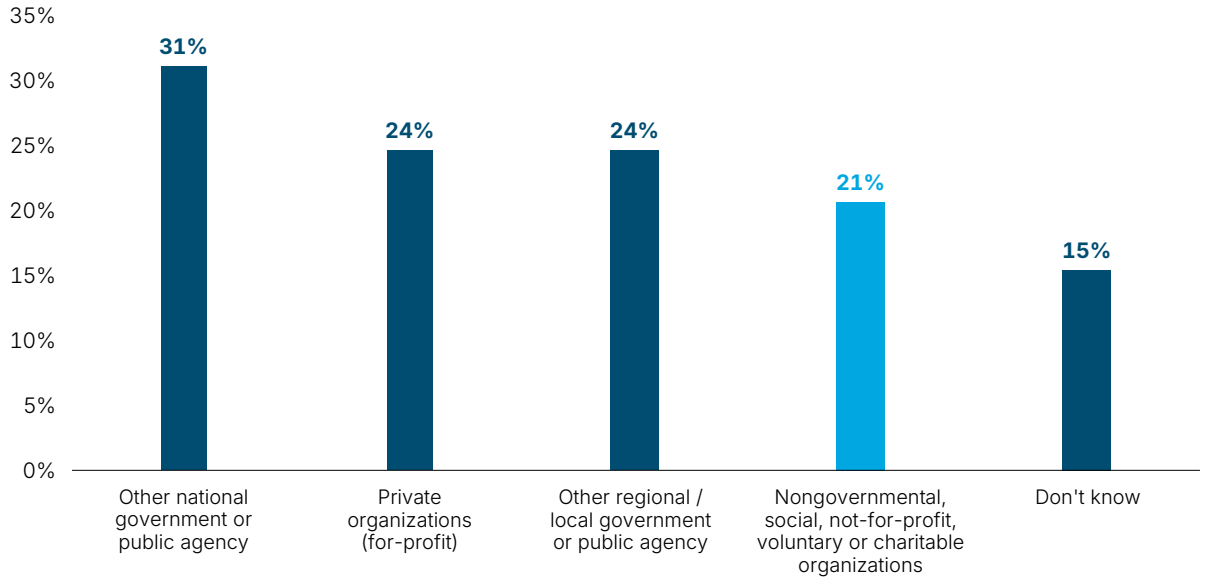
Public employment services work with the SSE to provide jobs directly to vulnerable people. SSE entities create jobs for job seekers in nearly one-fifth of surveyed public employment services, compared with for-profit private organizations and subnational public bodies in little under a fourth of surveyed public employment services (Figure 6.6). Although they can overlap in certain country contexts, job creation schemes differ from "traditional" work integration or sheltered or protected employment, as the jobs created would not otherwise be provided by the market (European Commission, 2018a). Public financing covers most or all wages. Measures tend to primarily consider the skills and capacities of individuals. They can take the form of job guarantee programs, which have gained traction as an innovative policy to fight poverty (De Schutter, 2023).

Job creation in the SSE can target a specific group, such as those in long-term unemployment or those residing in a designated place. Compared to private entities, where profit maximization influences recruitment, and public services, which can be limited in the way they hire, the flexible and community-oriented nature of the SSE positions its entities to create jobs tailored to candidate needs and abilities. An example of an SSE-driven job creation program is the Zero Long Term Unemployed Territories (Territoires zéro chômeur de longue durée - TZCLD) pilot, currently under way in 50 different designated areas in France (Republique Française, 2023, DILA, 2024). Although local implementation varies, TZCLD pilots across France support SSE entities, accredited as employment-oriented enterprises (Entreprise à but d'emploi), to create jobs tailored to the long-term unemployed.

Public employment services work with the SSE to help job seekers start an enterprise. Two out of five (41 percent) surveyed public employment services work with the SSE to help job seekers start their own enterprise (Figure 6.7). According to survey results, only national governments and other public agencies (56 percent) are more active than the SSE in delivering start-up support. Public employment services can procure services from the SSE to help job seekers start a business. In other cases, programs help job seekers form or join an SSE themselves.

FIGURE 6.6 USE OF JOB CREATION PROGRAMS BY TYPE OF ENTITY, ACCORDING TO SURVEY RESULTS, 2024

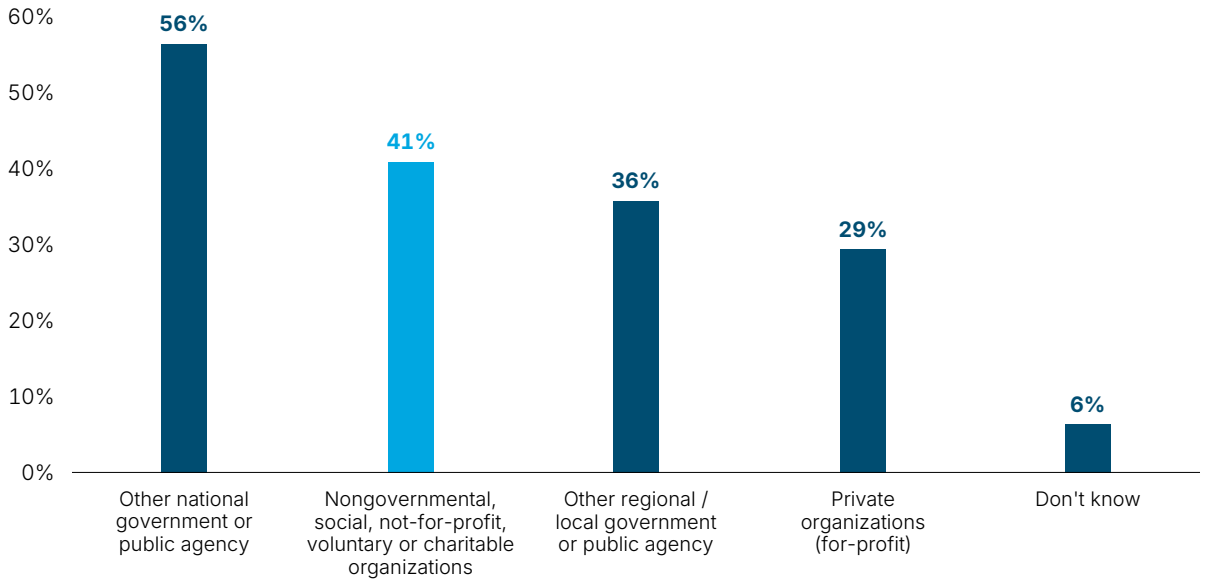
Share of surveyed public employment services reporting that nongovernmental, social, non-profit, voluntary, or charitable organizations provide services in addition to, or instead of, those provided by public employment services.



Source: World of PES Survey, 2024.
Note: N=78. See Chapter 1 for a discussion of the survey methodology.

FIGURE 6.7 ENTREPRENEURSHIP SUPPORT BY TYPE OF ENTITY, ACCORDING TO SURVEY RESULTS, 2024

Share of surveyed public employment services reporting that nongovernmental, social, non-profit, voluntary, or charitable organizations provide services in addition to, or instead of, those provided by the public employment services.



Source: World of PES Survey, 2024.
Note: N=78. See Chapter 1 for a discussion of the survey methodology.

6.3.3 Advising on Policy

This section discusses how the SSE offers policy advice that enables labor market policy to best deliver services to its target groups. Public employment services often have limited capacity to deliver services to those outside official unemployment insurance or social assistance systems, especially in the case of countries with high levels of informality. The SSE is a source of information and advice for public employment services because of its structural links with vulnerable groups and communities. The SSE can provide strategic insights and direct service links with vulnerable people. This section explores three roles covered by the survey related to policy advice: (i) program and service design, (ii) corporate policy design, and (iii) the identification of target groups.

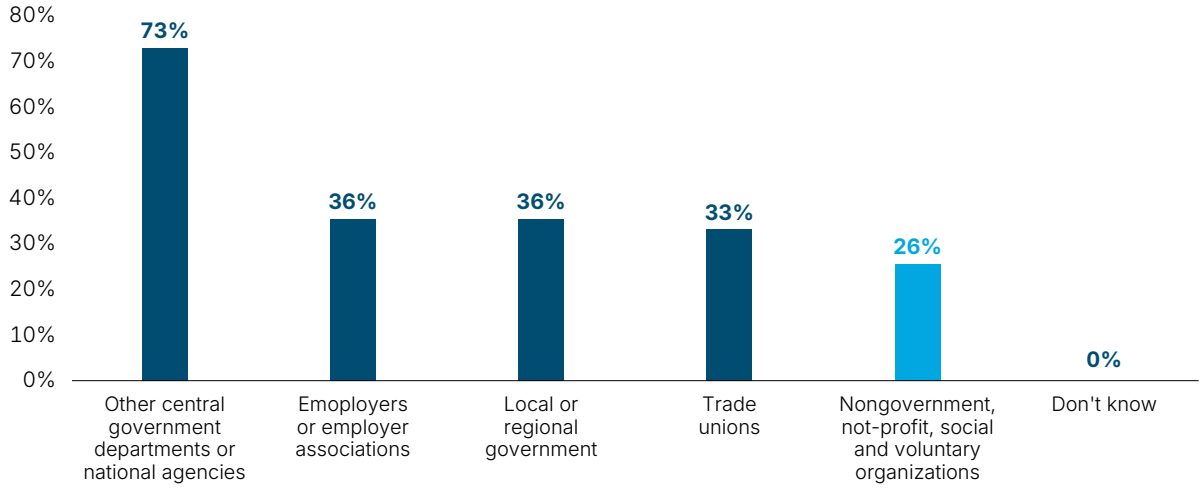
The survey highlights that public employment services draw on the expertise of the SSE, but this potential may be underexploited. The SSE helps public employment services design programs or services in 26 percent of public employment services surveyed (Figure 6.8), design corporate policies in 18 percent (Figure 6.9), and identify target groups in 15 percent (Figure 6.10). In comparison, local or regional governments help public employment services design programs or services in 36 percent of surveyed services, design corporate policies in 28 percent, and identify target groups in 35 percent. Social partners (employers and trade unions) are involved across the three areas in some 23 to 36 percent of cases, depending on the type of support. The data show the SSE is a source of expertise in only a minority of public employment services surveyed, giving room for this strategy to grow as employment services grow their "networked" methods of working.

The advisory role that can be played by the SSE depends on the existing national, and at times local, presence of the SSE. Public employment services take different policy approaches. They sometimes develop a financial relationship to receive the advice and expertise of the SSE. As an example, in Quebec, Canada, the provincial government signed a collaboration protocol with the non-profit sector working in employability services, known as *organisations communautaires œuvrant en employabilité* (Box 6.5). The Quebec example shows how a public employment service can formalize collaboration with an existing network of the SSE with close links to vulnerable people to receive information and advice on how to structure services.

In other cases, especially when SSE structures are more community-based, consultation can occur outside of a policy structure. SSE structures—and particularly solidarity entities—can predate official legislation, at times, having played a role in community-based solidarity mechanisms for decades. For example, in Argentina, *Clubes de Barrio y de Pueblo* provide recreational sport and social integration opportunities (Jefatura de Gabinete de Ministros, n.d.). In Brazil, *Clubes de Troca* promote the fair trade of goods and services and community-based food production. Municipal employment services can link up with these organizations through consultation to understand specific forms of vulnerability or informal economies that exist in an area. It can also be a way for services to reach new individuals, or to adapt the programs they deliver to target groups.

FIGURE 6.8 SUPPORT FOR PROGRAM OR SERVICE DESIGN BY TYPE OF ENTITY, ACCORDING TO SURVEY RESULTS, 2024

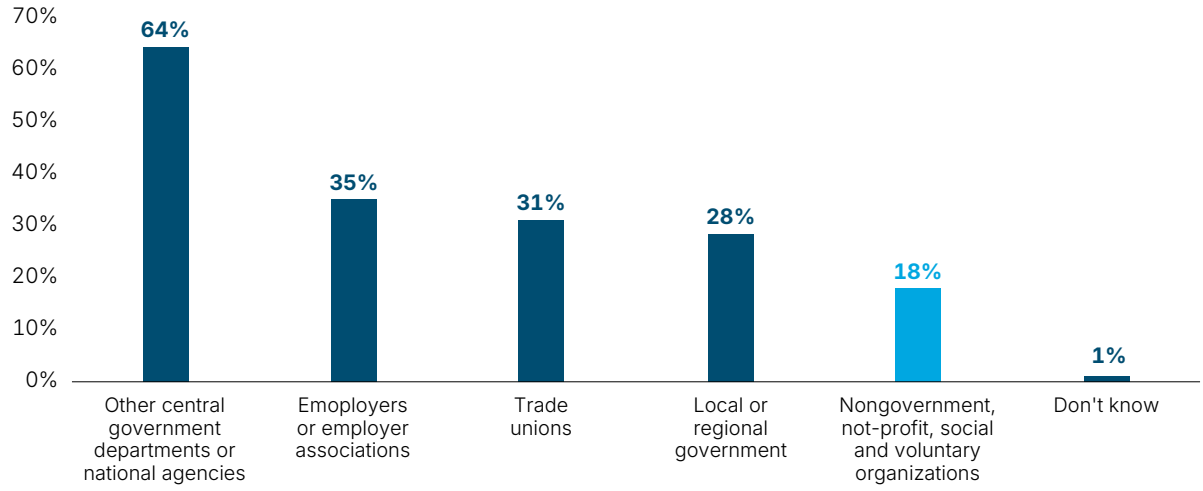
Share of public employment services reporting the involvement of nongovernment, non-profit, social, or voluntary organizations in service design by public employment services.



Source: World of PES Survey, 2024.
Note: N=78. See Chapter 1 for a discussion of the survey methodology.

FIGURE 6.9 SUPPORT FOR CORPORATE POLICY DESIGN BY TYPE OF ENTITY, ACCORDING TO SURVEY RESULTS, 2024

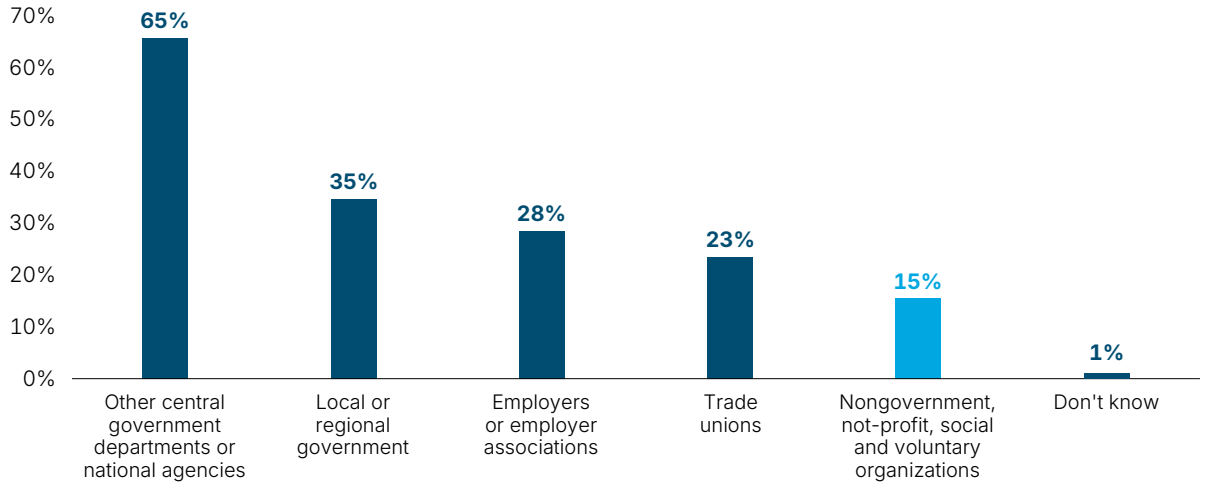
Share of public employment services reporting the involvement of nongovernment, non-profit, social, or voluntary organizations in corporate policy design by public employment services.



Source: World of PES Survey, 2024.
Note: N=78. See Chapter 1 for a discussion of the survey methodology.

FIGURE 6.10 SUPPORT FOR TARGET GROUP DEFINITION BY TYPE OF ENTITY, ACCORDING TO SURVEY RESULTS, 2024

Share of public employment services reporting the involvement of nongovernment, non-profit, social, or voluntary organizations in helping public employment services define target groups.



Source: World of PES Survey, 2024.
Note: N=78. See Chapter 1 for a discussion of the survey methodology.

BOX 6.5 QUEBEC, CANADA: EMPLOI-QUEBEC ASSOCIATES PROGRAMS WITH THE NON-PROFIT SECTOR

Emploi-Quebec, the public employment service of the Quebec Province in Canada, designed a protocol to work with an existing non-profit sector working in job seeker training. Non-profit organizations working in employability services are known as *organisations communautaires œuvrant en employabilité*. The protocol identifies two methods of working together.

(1) Through a "global" approach that involves the association of services and approaches between the public employment service and the non-profit sector.

(2) A second approach through which targeted services are provided.

Through the global collaboration method, the public employment service reaches out to organizations to provide input, such as their expertise or joint analysis around target groups. Service association allows Emploi-Quebec to share objectives with the non-profit sector, which brings its independent expertise to public employment service programming. The public employment service finances the sector through both approaches.

Source : Quebec Ministère de l'emploi, de la solidarité sociale et de la famille (2006),

Although some public employment services leverage the SSE to define target groups, most are not using the potential of the SSE to reach excluded people. Employment services may not be leveraging the SSE to connect with hard-to-reach communities, as this type of partnership may require novel and longer-term methods of working together, such as through cooperation agreements, rather than project-based service-delivery. The SSE can link services to excluded communities because of the role it plays in providing local solidarity mechanisms (e.g., a fair-trade market) in the context of informality or poverty. Only 15 percent of surveyed public employment services involved the SSE in defining target groups. Social partners, in comparison, including employers and trade unions, were involved in 28 percent and 23 percent of surveyed public employment services, respectively (Figure 6.10).[9] For example, in South Africa,

9 Only four public employment services in surveyed OECD countries—Canada (Quebec), Japan, Latvia, and Mexico—involve the SSE in identifying target groups.

employment services partner with community youth organizations that reach nearly 250 000 young people a year through recreational, sport, and creative activities (Box 6.6). The SSE can help employment services deliver programs to the vulnerable communities to which traditional administrative routes may not provide comprehensive links.

BOX 6.6 SOUTH AFRICA: EMPLOYMENT SERVICES PARTNER WITH THE SOCIAL AND SOLIDARITY ECONOMY TO REACH YOUNG PEOPLE

South Africa's public employment services help young people access jobs and provide them with various support services. These efforts are aligned with national policies such as the National Youth Policy 2020, National Development Plan 2030, and programs like the Expanded Public Works Program and the Youth Employment Accord.

Public employment services work with the non-profit (or social) sector on programs ranging from empowerment to technical and vocational education. In 2017, an estimated 450,000 young people were reached by all social sector programs. Of this group, over half (266,000) participated in youth organization support programs. Community-based youth organizations help employment services identify young people and deliver youth engagement programming such as recreation and sport.

Source: National Planning Commission (2017).

6.4 Policy Advice for Public Employment Services to Partner Effectively with the Social and Solidarity Economy

To help public employment services fully leverage the SSE, countries can implement better framework policies using the 2022 OECD Recommendation on the Social and Solidarity Economy and Social Innovation. Framework conditions range from legal and institutional frameworks to better access to market and funding mechanisms. Fostering a social economy culture, skilling programs, evaluation, and data collection are also policy areas that help an SSE ecosystem grow. Creating favorable framework conditions requires action at all levels of government. National legislation on the SSE can be a powerful, but not necessary, lever for the SSE to grow. In some countries, such as France and Mexico, the SSE is recognized as an integral sector, while in others, such as Chile and South Korea, only certain entities are recognized.

The way public employment services collaborate with the SSE differs significantly based on the regional and developmental context. For example, in a developing country context, SSE entities can often take the form of small-scale entrepreneurial entities focused on supporting members or the community, such as cooperatives or other solidarity-based organizations. Public employment services may collaborate with them outside the typical procurement methods seen in a developed country context. In countries where the SSE benefits from strong legal or institutional recognition, partnerships with public employment services often take on a formal nature through procurement and a work integration agreement, as seen in countries such as Chile, Canada (Quebec), and France. In countries where recognition is less enshrined, such as Australia, collaborations can still occur, but may take different forms, such as certification processes outside government.

The SSE's local nature—through social capital, inter-personal relationships, links to local markets, and its ability to meet community challenges—helps employment services deliver impact locally. In 2016, The World of Public Employment Services report highlighted the opportunities to tailor services more closely to local needs, such as employer composition, specific forms of vulnerability, and the skills of a local workforce (OECD, IDB, and WAPES, 2016). The SSE is a valuable actor in aligning policy decisions, stakeholder consultations, and intelligence gathering with local priorities. Subnational governments can help connect local employment services with the SSE, fostering the different forms of collaboration discussed in this chapter. All levels of government, meanwhile, can help foster strong framework conditions for the SSE.

6.4.1 Create a Level Playing Field to Work with Public Employment Services through Adequate Policies, including Legal Frameworks

Within the limits of competition law, legal and policy frameworks can support the SSE by recognizing its entities, providing forms of financial support, and acknowledging its important policy role. Existing frameworks can disadvantage the SSE, especially when it competes with for-profit providers without the same social commitments and institutional requirements. In France, the labor code includes specific clauses on the role of "integration structures" (structures d'insertion par l'activité économique - SIAE). In Italy, the 1991 Law on social cooperatives defines the distinct functions of "type A" and "type B" cooperatives. Policies can describe financial relationships, such as tendering or application-based processes based on outputs or performance. Legal acts are not necessarily needed to increase collaboration between employment services and the SSE, as policies or subnational approaches can foster partnerships. In federal countries such as Brazil and the United States, states can take the lead on SSE frameworks.

6.4.2 Put in Place Service-Delivery Contracts, Cooperation Agreements, and Certification Processes to Support Job Seekers and Policy

Countries can define clear roles for the way in which the SSE could engage and work with public employment services. Administrative or leadership decisions can highlight ways through which public employment services can publish, implement, and supervise service delivery contracts with the SSE. For forms of collaboration in which SSE organizations define target groups or provide input on programs, long-term cooperation agreements can highlight how the SSE can advise corporate policies, as in *Emploi Quebec's* non-profit cooperation protocol. Bodies inside or outside public employment services can also provide quality control or supervision of SSE entities that receive financing from public employment services or tax benefits as a result of collaborating with them. In Colombia and Ecuador, for instance, agencies supervise the activities of the SSE, while public employment services may work with the sector on services and programs.

Certification processes can help uphold the quality of services provided by the SSE to job seekers. In many countries, SSE entities that work with public employment services receive supplemental certification to recognize their capacity to work with vulnerable segments of society. In the Brussels-Capital Region, Belgium, for example, the regional government body, *Bruxelles Economie Emploi* (BEE), runs the certification process for social enterprises, while the public employment service, Actiris, works with social enterprises once they receive certification for "work integration." In Australia, multiple certification bodies, such as Social Traders and People and Planet First, certify social enterprises, including those for work integration specifically (Social

Traders, 2024). Processes also develop in countries where less formal solidarity organizations represent a major share of the SSE. In Argentina, for example, the country put in place a national registry for local sports clubs with a social integration dimension, *Clubes de Barrio y de Pueblo* (Jefatura de Gabinete de Ministros).

6.4.3 Use Public Procurement and Project-based Financial Tools to Foster More Engagement of Public Employment Services with the Social and Solidarity Economy

SSE entities benefit from access to financing to fulfill their mission to help vulnerable job seekers. Policymaking to support the SSE's role can address funding differently than partnerships with for-profit providers or public agencies. In countries with overarching legal frameworks on the SSE, provisions often offer tax support for this group of organizations with accompanying supervision mechanisms. Proactive national or subnational frameworks also enable access to a host of other mechanisms, such as public markets and private financing, including philanthropy, banking, and social impact investment. Access to entrepreneurial training further supports the uptake of funding sources.

Public procurement or contracting systems can be tailored to the SSE to deliver employment services. Across countries, procurement systems are not always adapted to the SSE, which can face challenges to deliver services at the same scale and cost as other organizations. Some countries have taken initiatives to strengthen opportunities for national and subnational governments to procure services from the SSE. In Colombia, for example, the National Development Plan (2022–2026) created a new channel for public entities to procure services from the SSE (DNP, 2022; OECD, 2024). In some countries, contracting systems outside normal procurement channels are tailored to the SSE. In Australia, social enterprises are funded by various governments to deliver specialized employment services, an approach likely to grow as employment service reform in the country may increase social procurement (OECD, 2023c; Social Traders, 2024).

Partnership frameworks often consider cost reimbursement and job seeker outcomes. Public employment services take into account the costs incurred by the SSE to provide a service to or hire a job seeker. For example, partnerships between work integration social enterprises and public employment services may provide a wage subsidy for hired job seekers. They can also include other requirements, such as the length of employment subsidies and a minimum/maximum number of hires. Systems also set conditions for access to financing related to accounting standards, transparency, and reporting, as well as conditions related to the work integration process itself, such as minimum duration requirements for in-work or out-of-work training. Partnerships that include performance-based criteria tie financing to the way job seekers enter the labor market, such as the duration of unemployment.

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The World of Public Employment Services 2026

7

Perspectives

7.1 Introduction

The world of work is undergoing a profound transformation. Demographic changes, technological advances, repeated economic shocks, labor market mismatches, and rising geopolitical tensions are reshaping labor markets and introducing new uncertainties.

For public employment services, the implications are far-reaching. No longer can they focus solely on unemployed job seekers; instead, they must broaden their scope to include a more diverse and vulnerable group of people. Modernizing public employment services is essential if they are to remain central actors in economies. They must also increasingly move from a reactive role towards a more proactive role in anticipating change and supporting labor market transitions. The extent to which public employment services contribute to positive change will depend on how policymakers, practitioners, and institutions respond to both short- and long-term megatrends.

As discussed throughout this volume, public employment services vary significantly across countries in terms of their mandates, organizational models, and resource levels. In some countries, they are still consolidating basic functions and nationwide coverage, while in others they are embedded within broader economic and skill development strategies. Despite this diversity, public employment services across countries face a common challenge: how to simultaneously respond to persistent short-term labor market problems and longer-term structural transformations.

Short-term challenges remain significant. Many countries continue to face high unemployment, persistent youth and long-term unemployment, and some cyclical increases in unemployment that have become structural. In addition, the efficiency of labor market matching has deteriorated in some contexts, even as skill shortages persist. Employer surveys consistently report difficulties in filling vacancies (Manpower Group, 2025), while a substantial share of workers are overqualified for their jobs (ILO, 2025). These patterns point to deep-seated labor market mismatches that cannot be resolved through economic growth and recovery alone.

At the same time, longer-term labor market shifts may require rethinking how public employment services are organized. Population aging, migration, and technological change are altering labor supply, job content, and employment relationships—with implications not only for employment levels, but also for job quality, inequality, and access to opportunity.

Although a comprehensive analysis of the future of work is beyond the scope of this chapter, the sections that follow explore possible long-term labor market developments that could affect who will look for jobs, what types of jobs will be available, and how people will find work. This is followed by a discussion of the implications of these developments for public employment services and the types of responses that may be required.

7.2 Who Will Be in the Labor Force?

The composition of the labor force will change as population growth slows and populations age. While demographic trends differ across regions, global population growth is slowing while population aging is accelerating. In many high-income countries, the working-age population has already begun to decline, while in parts of Africa, Asia, and Latin America and the Caribbean, labor force growth is expected to continue until around 2040 before slowing (United Nations, 2022). The share of workers age 55 and over increased from 10.9 percent in 1995 to 17.5 percent in 2025, and by the mid-2030s, the global population age 80 and over is projected to exceed the number of infants (ILO, 2026; United Nations, 2024a).

A new generation of young people will enter the labor market, with some carrying long-lasting "scarring" effects from early labor market disruptions, especially young people whose education and early work experience were disrupted by recent crises, including the COVID-19 pandemic. Evidence shows that prolonged unemployment or unstable employment during youth can lead to lasting scarring effects, such as higher risks of future unemployment, lower wages, and poorer well-being. Beyond individual outcomes, high and rising youth unemployment—particularly among young men—has been associated with social unrest and declining trust in institutions (ILO, 2025).

Participation gaps among women and youth will remain a major source of labor market underutilization. Despite some progress, women's labor force participation remains significantly lower than men's, reflecting persistent structural barriers such as unpaid care responsibilities and limited access to quality employment (ILO, 2026). Youth not in education, employment, or training (NEET) continue to represent a substantial share of labor market underutilization globally. Although NEET rates have declined since the peak of the COVID-19 pandemic, they remain high in many countries (the global NEET rate for young people was 21.7 percent in 2023) (United Nations, 2024b).

Rising educational attainment has not translated into commensurate improvements in skill proficiency, increasing the importance of lifelong learning. Although secondary and tertiary completion rates have increased across many countries (United Nations, 2024b)—for example,

the percentage of adults ages 25-34 with tertiary education increased from 27 to 48 percent between 2000 and 2021 (OECD, 2023)—evidence from adult skill assessments indicates that skill proficiency has stagnated or declined in many contexts. The declines have been concentrated among vulnerable groups such as adults without secondary education, migrants, and older workers (OECD, 2023). This divergence highlights the growing importance of continuous upskilling and reskilling.

Labor markets are becoming more globally interconnected through both international migration and remote work. Between 1990 and 2024, the number of international migrants worldwide doubled, reaching 304 million (UN DESA, 2025). After slowing during the COVID-19 pandemic, international migration to Organisation for Economic Co-operation and Development (OECD) countries rebounded to an historic high of 6.5 million new permanent immigrants in 2023 (OECD, 2024). At the same time, the rise of remote and virtual work—accelerated by the COVID-19 pandemic—is reshaping labor markets by enabling cross-border work without physical mobility (ILO, 2020). Projections suggest a 25 percent increase in remote digital jobs by 2030, reaching approximately 92 million jobs globally (WEF, 2024).

Urbanization will further concentrate labor market opportunities, with implications for inequality. Urban areas continue to attract a growing share of the global population and employment, particularly in higher-skilled and higher-wage occupations (United Nations, 2018). Currently, 55 percent of the world's population lives in urban areas (up from 30 percent in 1950), and this figure is projected to reach 68 percent by 2050 (United Nations, 2018). While urban agglomeration can enhance productivity and innovation, it may also exacerbate spatial inequalities between regions and within countries.

7.3 What Types of Jobs Will Be Available?

While vulnerable employment is declining, new forms of precarious work are expanding and reshaping job quality and employment relationships. Nearly 44 percent of workers worldwide remain in vulnerable employment—including own-account workers and contributing family workers—although this share has declined (ILO, 2023). At the same time, new forms of precarious employment are expanding even in high-income countries, including temporary contracts, zero-hours arrangements, and platform-based work. For example, in the United Kingdom, 1.33 million people held "zero-hours contracts" as their main job in 2024, up from 624,000 in 2014 (Clark, 2025). These jobs are disproportionately held by young adults and are rarely a matter of voluntary choice. In several regions, the growth of temporary wage employment has partly reflected a shift away from self-employment rather than a transition into stable jobs.

The expansion of the gig economy is further reshaping employment relationships, particularly in low- and middle-income countries. Globally, the gig economy is estimated to include between 200 million and 400 million workers, potentially representing up to 12 percent of the labor force (Datta et al., 2023). While demand for gig work remains highest in high-income countries, growth has been fastest in low- and middle-income countries. For example, job postings on major digital labor platforms increased by 130 percent in sub-Saharan Africa, compared with 14 percent in North America, and nearly 60 percent of firms in low-income countries have reported increased outsourcing to gig workers (Datta et al., 2023). There are now an estimated 545 online labor platforms, most of which are regional or local, operating across 186 countries. In contexts where informal employment remains dominant, platform work may increase worker visibility and transaction traceability, potentially supporting efforts to expand social protection coverage, while also raising new regulatory challenges.

Technological change, including advances in artificial intelligence (AI), will continue to transform the task content of jobs. While fears of mass job destruction from automation have not materialized at scale, technological change will continue to reshape the skills needed and reinforce shifts away from agriculture and manufacturing toward services. Trends toward demand for digital and interpersonal skills are likely to continue, but some currently premium skills—such as language skills—might become less valued as technology changes their marginal utility. Whereas earlier waves of automation primarily affected routine tasks, recent advances in AI extend the potential of automation to non-routine cognitive tasks, reshaping professional and technical work toward collaboration with AI, with uncertain impacts (OECD, 2024b). At the same time, there are concerns that there may be unequal impacts of AI (OECD, 2024c). The energy transition will also drive structural shifts in employment by altering job content and skill requirements as firms adopt new production processes and technologies.

Jobs in the foundational economy will remain a major source of employment, reinforcing the importance of job quality in essential services. Sectors providing essential goods and services—such as health care, education, food systems, utilities, and personal services—already account for a substantial share of employment in most economies. Even in high-income countries, these sectors represent around 34 percent of total employment (ILO, 2023). These jobs are typically local, people-facing, and less exposed to automation or offshoring, but are often characterized by low pay, difficult working conditions, and limited career progression. Improving productivity and job quality in these sectors will therefore be central to inclusive labor market outcomes.

7.4 How Will People Find Jobs?

As employment shifts, so too will job search methods and labor market intermediation, with digital technologies becoming increasingly relevant. Online job portals, professional networking platforms, and mobile applications have become central channels for job matching in many labor markets. These tools expand the reach of the job search beyond local and informal networks and reduce information frictions, but they also increase the importance of digital access and digital skills for effective participation in the labor market.

AI is increasingly embedded across the job-matching process, influencing how job seekers, employers, and intermediaries interact. Job seekers are using AI-enabled tools to tailor CVs, prepare for interviews, and identify skill gaps or suitable career pathways. Employers, in turn, are using AI to support candidate sourcing, screening, and assessment, particularly where large volumes of applications must be processed. Labor market intermediaries, such as public employment services and private employment agencies, are using AI to match job opportunities with job seekers more accurately, personalize services, and streamline internal operations. At the same time, the use of AI in recruitment and intermediation poses challenges related to transparency, data quality, privacy, algorithmic bias, and accountability, underscoring the need for appropriate oversight and ongoing evaluation.

These technologies have the potential to make labor markets more transparent and inclusive, but they also carry risks of exclusion. By reducing reliance on informal hiring channels and increasing the visibility of vacancies, digital tools may help widen access to job opportunities, particularly for people with weaker social networks. In doing so, digital recruitment tools may also disrupt traditional network-based hiring practices that have historically shaped access to employment in many labor markets. At the same time, those with limited digital access or low digital literacy may find it increasingly difficult to navigate digitalized job-matching systems.

Public employment services are increasingly adopting digital tools, recognizing that technology must complement—not replace—human support. Many public employment services are investing in digital platforms and AI-enabled systems to improve efficiency and free up staff time for more intensive support. However, for job seekers facing multiple barriers, personalized guidance remains essential. As a result, mixed delivery models that combine digital self-service tools with in-person support are critical to balance efficiency, accessibility, and trust in employment services.

7.5 Implications for Public Employment Services

Drawing on findings from across this volume, including World of PES 2024 survey results, this section considers how public employment services must evolve along several dimensions to remain effective and relevant in the years ahead.

7.5.1 Redefining Mandates and Services

As careers become more dynamic and non-linear, public employment services must move beyond short-term job placement and expand their mandates in several key ways, including by providing:

- **Midlife career guidance for older workers:** Career guidance needs to be extended to support older workers facing displacement, skill obsolescence, or changing work capacity, helping them navigate mid-career transitions.
- **Support for lifelong learning and skill upgrading:** Technological change and skill depreciation increase the importance of continuous upskilling and reskilling. Public employment services can play a role in linking individuals to training opportunities and learning systems throughout their careers.
- **Measures of job quality alongside placement rates:** As precarious and non-standard employment become more prevalent, indicators related to employment stability, progression, and job quality are likely to become increasingly important.
- **Post-placement support to promote retention and advancement:** Follow-up support after job placement can help vulnerable job seekers retain employment and improve longer-term labor market outcomes.

7.5.2 Expanding the Client Base

As employment becomes more fragmented and transitions more frequent, outreach to inactive and underserved groups will be increasingly important. In this context, public employment services may need to strengthen their engagement with several groups, such as:

- **Women, youth, and persons with disabilities:** Persistent participation gaps and unequal access to quality employment suggest the need for more proactive outreach to women, youth, and persons with disabilities. Tailored services may be required to address structural barriers related to care responsibilities, limited work experience, accessibility constraints, and discrimination.

- **Informal and precarious workers:** Workers in informal or unstable forms of employment are often outside the reach of traditional employment services, yet they may benefit from support related to formalization pathways, skill recognition, and access to social protection.
- **Migrants and refugees:** Migrants and refugees often face specific barriers to employment, including language, limited recognition of their qualifications, and unfamiliarity with local labor markets. Public employment services are increasingly involved in supporting the integration of migrants and, in some contexts, managing labor mobility through mobility agreements and talent attraction. However, the scope and intensity of these services vary widely across countries, reflecting differences in mandates, institutional maturity, and resources.

As migration becomes a more central feature of labor market dynamics, governments and public employment services may need to reassess their role in facilitating mobility and integration. This includes assessing the need for reintegration services for returning migrants, strengthening collaboration with private employment agencies, and expanding opportunities for mutual learning between public employment services with established experience in migrant support and those seeking to build capacity in this area.

7.5.3 Supporting Transitions during Shocks

Public employment services can play a central role in helping workers and employers navigate both cyclical and structural labor market shocks, but this role remains underdeveloped in many countries. Fewer than half of public employment services have developed specific active labor market programs to support job seekers during the digital and energy transitions, and services in countries most vulnerable to shocks are often the least likely to have such programs in place. To strengthen labor market resilience, public employment services may need to adapt in several key ways, including:

- **Building expertise and technical capacity to support transitions:** Supporting adjustment during shocks requires the ability to anticipate labor market risks and respond rapidly, rather than acting only after displacement has occurred.
- **Extending support to employers during periods of adjustment:** Expanding employer-facing services beyond advisory functions may help mitigate job losses and support workforce redeployment during downturns and structural change.
- **Adopting strategic frameworks to guide responses:** Developing clear frameworks can help public employment services identify risks, prioritize target groups, and allocate resources more effectively during cyclical and structural shocks.

7.5.4 Strengthening Employer Engagement

Effective labor market intermediation depends not only on preparing job seekers for work but also on understanding employers' needs, recruitment practices, and constraints. In many countries, employer engagement remains uneven, limiting the ability of public employment services to influence hiring outcomes and respond to changing labor demand. Public employment services may need to focus on several complementary strategies, including:

- **On-the-job training partnerships and upskilling programs:** Collaborating with employers to design and deliver relevant job training programs can help align skill supply with demand, support hiring during periods of adjustment, and facilitate transitions into new roles or sectors.
- **Human resource advisory services and workplace innovation support:** Beyond vacancy posting, public employment services can support employers by offering advisory services related to recruitment, skill development, and work organization, helping firms adapt while maintaining employment.
- **Tailored services for small and medium-sized enterprises:** These enterprises often lack dedicated human resources capacity and face greater challenges in recruitment and training. Targeted support from public employment services can help address these constraints and improve job matching.

7.5.5 Investing in Organizational and Digital Capacity

Public employment services are increasingly adopting digital tools, including AI, to segment clients, optimize matches, and automate benefit administration. However, to be effective, digital strategies must be guided by principles of equity and must complement—not replace—human support, particularly for vulnerable clients. Key considerations include:

- **Investing in integrated digital systems** that support profiling, job matching, case management, and feedback across the service journey, rather than fragmented or stand-alone tools.
- **Ensuring digital inclusion** by maintaining offline service channels. Mixed delivery models combining digital and in-person services, including co-location of services, are essential to balance efficiency, service reach, and accessibility.
- **Building data capabilities** to support labor market intelligence, targeting, and evaluation. Better use of data and technology can help public employment services respond to demographic change and evolving employer skill needs in a resource-efficient way.

Organizational transformation should include:

- **Governance reforms** that strengthen autonomy, accountability, and flexibility, enabling public employment services to adapt their operations and services in response to changing labor market conditions.
- **Results-based management systems** aligned with inclusive outcomes, rather than narrowly focused on short-term efficiency or placement targets.
- **Change management strategies** to support staff through digital transitions.

7.5.6 Embracing Integration and Partnerships

As labor market challenges become more complex, public employment services will increasingly need to operate within integrated and partnership-based service delivery models. Key factors include:

- **Integrated packages of skills, social protection, and employment support:** Effective labor market integration increasingly depends on coordinated access to training, income support, and employment services, rather than stand-alone interventions delivered in isolation.
- **One-stop shops:** Co-locating services can streamline delivery, reduce the administrative burden for users, and improve coordination across institutions, supporting smoother transitions between employment, training, and social support.
- **Formal partnerships with public and non-public actors:** Strengthening partnerships with social protection agencies, training institutions, and non-governmental organizations can help public employment services extend service reach, reduce duplication, and improve outcomes for diverse client groups.

The Social and Solidarity Economy (SSE) also offers potential for expanding inclusive labor market support. SSE actors already deliver a wide range of employment and integration services in many countries, particularly for hard-to-reach and vulnerable populations. Collaboration with SSE organizations can support outreach to underserved groups, co-design services, and develop work-integration pathways.

7.5.7 Increasing Resources and Sustainability

Many public employment services operate with limited resources relative to their expanding mandates, making sustainable financing a central challenge for effective service delivery. Securing adequate and predictable resources will be essential to maintain service quality, invest in innovation, and achieve scale. Key considerations include:

- **Assessing funding models and incentives:** Governments may need to review how public employment services are financed to ensure that funding arrangements are aligned with expanded mandates and longer-term objectives. Options such as outcome-based financing or performance-linked funding can help strengthen accountability, provided that indicators reflect inclusive labor market outcomes rather than narrow placement targets.
- **Exploring cost-sharing arrangements with employers:** In areas such as training, upskilling, and workforce adjustment, greater cost-sharing with employers may help expand service provision while reinforcing employer engagement and relevance.
- **Strengthening international cooperation for capacity development:** Participation in international and regional public employment service networks can support mutual learning, benchmarking, and the exchange of good practices, helping public employment services improve service quality and modernize operations in resource-efficient ways.

Public Employment Services play a major role in adapting to the complex shifts occurring within global labor markets — spanning demographic, digital transition and the transition towards a more resilient economy. These transitions call for substantial investments in skills, inclusivity, and innovation. To enhance their performance and exchange innovative approaches, PES need to engage in mutual learning and benchmarking. The practice of bench learning, which integrates benchmarking and mutual learning, plays a significant role in not only promoting the modernization and strengthening of PES service delivery but also in identifying evidence-based best practices that align with national labor market policies.

In response to these challenges, various international networks have been established to bolster the capacity of PES through diverse initiatives (See Box 7.1 for examples of international networks to support Public Employment Services.)

BOX 7.1 INTERNATIONAL PES NETWORKS: MUTUAL LEARNING, BENCHMARKING, AND CAPACITY DEVELOPMENT

1. **World Association of Public Employment Services** (WAPES): Established in 1988 and the one of the oldest PES networks, with founding members including the International Labour Organisation, Canada, France, Germany, the Netherlands, Sweden, and the United States, WAPES now encompasses 74 member countries across six continents. Funded by membership fees, it fosters global connections among PES, promoting the exchange of information and experiences. WAPES facilitates benchmarking and bench learning through workshops, seminars, and publications, helping members navigate structural reforms and share best practices for addressing labor market challenges.
2. **African Association of Public Employment Services** (AASEP): AASEP, established in 1998 in Ouagadougou, Burkina Faso, includes PES from sub-Saharan Africa. This network, funded by member contributions and international donations, focuses on building the capacity of employment advisors and improving intermediation processes. AASEP's bench learning activities include regional training sessions and the development of standardized tools, such as the Guide for Employment Advisers on Job Search Techniques.
3. **The Centre of Public Employment Services of Southeast European Countries** (CPESSEC): CPESSEC was launched in 2007, focusing on cooperation between PES in Southeast Europe, including countries like Bosnia and Herzegovina, Bulgaria, and Serbia. Funded by member states and international grants, CPESSEC promotes the exchange of labor market information and policy improvement through annual conferences and statistical reports. Its initiatives strengthen institutional capacities and support labor market integration strategies.
4. **European Public Employment Services Network** (PES Network): Formed by a decision of the European Council and Parliament in 2014, the PES Network consists of EU countries along with Norway, Iceland, and Liechtenstein. Funded by the European Union and its members, the network aims to enhance PES effectiveness through bench learning, which involves comparing performance and fostering mutual learning. The network supports the European Employment Strategy with insights from PES, contributing to modernizing services and integrating digital and climate resilient employment strategies.
5. **Ibero-American Network of Public Employment Services** (RISPE): RISPE was founded in 2023, joining together PES from 13 states including Brazil, Spain, and Mexico. At the constituent assembly of the Network, which took place online, the ILO was unanimously accepted as an observer member. Supported by member institutions and international partners, including technical support

from organizations such as the Inter-American Development Bank, RISPE aims to strengthen employment policies, improve service delivery, and promote knowledge exchange amon PES in the region. It facilitates bench learning by analysing labor markets needs, exchanging good practices, and promoting digital and technological solutions to improve employability and public employment services.

6. **Technical Support Network for Employment Services in Latin America and the Caribbean** (SEALC Network): Established in 2009 by the Inter-American Development Bank, the SEALC Network is a regional platform designed to strengthen Public Employment Services (PES) across Latin America and the Caribbean. The initiative supports PES modernization by promoting knowledge exchange, technical assistance, and capacity-building through workshops, training sessions, and regional webinars. SEALC also develops diagnostic tools and policy guidance to improve institutional performance and service delivery, including assessments of PES readiness and roadmaps for reform. By facilitating cooperation among employment authorities and connecting them with international expertise, the Network promotes bench learning and the adoption of innovative practices that help PES respond to evolving labor market challenges such as digital transformation, labor migration, population aging, and the emergence of climate resilient jobs.
7. **OIC Public Employment Services Network** (OIC-PESNET): Established in 2013, the network promotes systematic sharing of information and experience among public employment authorities of the Organisation of Islamic Cooperation Member States with a view to enhancing the quality and effectiveness of the public employment services and to improving the accessibility to these services in the OIC Member States.

Each of these international PES networks play a significant role in enhancing the capacity of Public Employment Services by promoting international collaboration, fostering professional networks, and delivering targeted technical assistance programs. Through these collaborative and collective efforts, PES are better equipped to respond to the evolving demands of global labor markets and implement effective employment strategies.

7.6 Conclusion

Public employment services are at a crossroads. To remain relevant in a rapidly evolving world of work, they must adapt their business models, expand their mandate, and deepen partnerships. Their success will depend not only on responding to immediate labor market needs but also on anticipating and shaping the transitions ahead. By doing so, public employment services can play a central role in building more resilient and equitable labor markets in the years to come.

Throughout this volume, evidence from across regions highlights both the diversity of public employment service models and the common challenges they face. High-income countries tend to have more mature, well-resourced, and digitally advanced services, while many lower-middle and low-income countries, particularly in Africa and parts of Latin America and the Caribbean, are still building foundational capacity, coverage, and institutional infrastructure. Where substantial variability exists, in areas such as staffing levels, office coverage, digital maturity, and the scope of services offered, there is scope for countries to learn from one another, particularly within regions where labor market structures and institutional contexts are more comparable.

At the same time, the evidence points to several good practices with broad applicability, including the integration of active and passive measures, investment in profiling and targeting, strong employer engagement, mixed delivery models combining digital and in-person services, and the use of labor market information to guide service design. Ultimately, the relevance of any given practice depends heavily on national and regional context — including demographic pressures, informality levels, fiscal capacity, and governance structures — underscoring the importance of context-sensitive adaptation in public employment services.

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کمیسیون مستقل اصلاحات اداری و خدمات ملکی

(Independent Administrative Reform Civil Service Commission)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	42,239,854
GDP Per Capital USD (PPP) in Current International Dollars 2023	2,201.72
Unemployment Rate 2023 (percent)	13.991
Male Unemployment Rate 2023 (percent)	13.48
Female Unemployment Rate 2023 (percent)	27.29
Youth Unemployment Rate 2023 (percent)	18.08
Latest Informal Employment Rate (2021 onwards) (percent)	86.125
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	1,214.25
Potential Labor Force 2021 (ILO, in thousands)	637

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	No data
Job Seekers and Potential Job Seekers per Staff Member	No data
Offices	41
Job Seekers and Potential Job Seekers per Office	58,673
Square Kilometers per Office	15,923.41

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national partnership of a variety of stakeholders

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Part

EMPLOYMENT BY SECTOR (PERCENT)

Services	35.07
Industry	18.34
Agriculture	46.59

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	No data
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Albania

Agjencia Kombëtare e Punësimit dhe Aftësive (AKPA)
(National Employment and Skills Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	2,745,972
GDP Per Capital USD (PPP) in Current International Dollars 2023	21,263.15
Unemployment Rate 2023 (percent)	10.108
Male Unemployment Rate 2023 (percent)	11.71
Female Unemployment Rate 2023 (percent)	11.42
Youth Unemployment Rate 2023 (percent)	28.25
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	20.7
Unemployment 2024 (ILO modelled estimate, in thousands)	144.39
Potential Labor Force 2024 (ILO, in thousands)	25.2

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	368
Job Seekers and Potential Job Seekers per Staff Member	675
Offices	53
Job Seekers and Potential Job Seekers per Office	4,687
Square Kilometers per Office	542.45

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	43.67
Industry	21.40
Agriculture	34.93

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance (No data)
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	No data

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Algeria

Agence nationale de l'emploi (ANEM) (National Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	45,606,480
GDP Per Capital USD (PPP) in Current International Dollars 2023	16,824.49
Unemployment Rate 2023 (percent)	11.701
Male Unemployment Rate 2023 (percent)	9.65
Female Unemployment Rate 2023 (percent)	20.74
Youth Unemployment Rate 2023 (percent)	30.78
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	1,519.12
Potential Labor Force 2017 (ILO, in thousands)	1,552

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	100
Job Seekers and Potential Job Seekers per Staff Member	31,516
Offices	337
Job Seekers and Potential Job Seekers per Office	9,352
Square Kilometers per Office	7,067.48

ORGANIZATIONAL STRUCTURE

Other

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	59.41
Industry	30.85
Agriculture	9.74

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Australia

Workforce Australia (WFA) is the Australian government's largest employment service. However, it should be noted that public employment services are provided through a number of programs, including Workforce Australia, Disability Employment Service, and others listed throughout the responses. Note that responses in this survey refer to services supported by the Commonwealth Government of Australia and do not include any services provided by states and territories.



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	26,638,544
GDP Per Capital USD (PPP) in Current International Dollars 2023	70,513.47
Unemployment Rate 2023 (percent)	3.668
Male Unemployment Rate 2023 (percent)	3.76
Female Unemployment Rate 2023 (percent)	3.56
Youth Unemployment Rate 2023 (percent)	8.57
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	596.27
Potential Labor Force 2017 (ILO, in thousands)	1,015.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	No data
Job Seekers and Potential Job Seekers per Staff Member	No data
Offices	No data
Job Seekers and Potential Job Seekers per Office	No data
Square Kilometers per Office	No data

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency with management by a ministry but is outside of the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	79.16
Industry	18.64
Agriculture	2.20

Australia

Workforce Australia (WFA) is the Australian government's largest employment service. However, it should be noted that public employment services are provided through a number of programs, including Workforce Australia, Disability Employment Service, and others listed throughout the responses. Note that responses in this survey refer to services supported by the Commonwealth Government of Australia and do not include any services provided by states and territories.

PASSIVE LABOR MARKET MEASURES

- ● PES Role in Passive Services
- ● Non-contributory Unemployment Benefit
- ○ Contributory Unemployment Insurance
- ● Social Assistance
- ● Sickness Benefits
- ○ Bankruptcy Compensation
- ● Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- ● Placement and Related Services
- ● Training
- ● Recruitment Incentives
- ○ Sheltered Employment
- ○ Direct Employment Creation
- ● Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- ○ Vacancy Bank
- ● Registration of Job Seeker Profiles/CVs
- ● Skills Assessments
- ● General Labor Market Advice on Job Opportunities
- ○ Development of Individual Job Seeker Action Plans
- ● Training Advice
- ● Help with Searching for and Finding Vacancies
- ● Help to Apply for Jobs
- ● Career Guidance Counseling (e.g., longer-term planning)
- ● Counseling for Health Barriers to Employment
- ● Job Offers/Active Offers of Vacancies
- ● Referral to Externally Provided Job Search Training
- ● Referral to Specialized Placement/Personalized Services
- ● Jobs Fairs
- ● Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- ● Young job seekers (aged <25)
- ○ Older job seekers (aged >50)
- ● Single parents
- ○ Women
- ○ LGBTQ+ job seekers
- ● Persons with disabilities
- ○ Long-term unemployed
- ○ Low-skilled/ Unqualified workers
- ● Ethnic minorities/ Indigenous People
- ○ People with addiction problems
- ○ Homeless people or people with housing problems
- ● Ex-offenders
- ○ Migrant workers
- ● Workers at risk of redundancy
- ○ Platform Workers

EMPLOYER SERVICES

- ● Advice on Labor Market Trends
- ● Employer Access to Frontline Staff
- ● Personal Recruitment Support
- ● PES Provides Employer Visits
- ● Pre-screening of Applicants
- ● Pre-employment Training for Job Seekers
- ● Support with Designing Vacancies
- ○ Support with Legal Compliance
- ● Support for Human Resource Policies and Processes
- ○ Support for Organizing Employer-provided Training
- ● Support for Managing Redundancies/Organizational Change
- ● Organizes Job Fairs
- ● Organizes Speed Meet Events

Austria

Arbeitsmarktservice Österreich (AMS) (Labour Market Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	9,132,383
GDP Per Capital USD (PPP) in Current International Dollars 2023	70,478.79
Unemployment Rate 2023 (percent)	5.264
Male Unemployment Rate 2023 (percent)	5.48
Female Unemployment Rate 2023 (percent)	4.98
Youth Unemployment Rate 2023 (percent)	10.93
Latest Informal Employment Rate (2021 onwards) (percent)	1.325
Poverty Rate Average over the Last Five Years (percent)	14.75
Unemployment 2024 (ILO modelled estimate, in thousands)	257.73
Potential Labor Force 2025 (ILO, in thousands)	134.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	5,827
Job Seekers and Potential Job Seekers per Staff Member	74
Offices	110
Job Seekers and Potential Job Seekers per Office	3,904
Square Kilometers per Office	762.54

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency with management by a ministry, but is outside of the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	70.10
Industry	26.36
Agriculture	3.54

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Azerbaijan

Dövlət Məşğulluq Agentliyi
(Azerbaijan Public Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	10,112,555
GDP Per Capital USD (PPP) in Current International Dollars 2023	23,651.60
Unemployment Rate 2023 (percent)	5.636
Male Unemployment Rate 2023 (percent)	4.78
Female Unemployment Rate 2023 (percent)	6.50
Youth Unemployment Rate 2023 (percent)	13.55
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	284.50
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	929
Job Seekers and Potential Job Seekers per Staff Member	481
Offices	65
Job Seekers and Potential Job Seekers per Office	6,874
Square Kilometers per Office	1,332.31

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	None

EMPLOYMENT BY SECTOR (PERCENT)

Services	49.46
Industry	14.92
Agriculture	35.62

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit (No data)
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Bahamas

Department of Labour
Public Employment Services Unit



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	412,623
GDP Per Capital USD (PPP) in Current International Dollars 2023	39,090.17
Unemployment Rate 2023 (percent)	8.643
Male Unemployment Rate 2023 (percent)	9.17
Female Unemployment Rate 2023 (percent)	9.23
Youth Unemployment Rate 2023 (percent)	23.57
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	20.07
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage

RESOURCES AND CAPACITY

Staff	26
Job Seekers and Potential Job Seekers per Staff Member	1,077
Offices	25
Job Seekers and Potential Job Seekers per Office	1,121
Square Kilometers per Office	555.20

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	85.17
Industry	11.79
Agriculture	3.04

PASSIVE LABOR MARKET MEASURES

- ○ PES Role in Passive Services (No data)
- ● Non-contributory Unemployment Benefit
- ○ Contributory Unemployment Insurance (No data)
- ● Social Assistance
- ○ Sickness Benefits (No data)
- ○ Bankruptcy Compensation (No data)
- ○ Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- ○ Placement and Related Services
- ● Training
- ○ Recruitment Incentives
- ○ Sheltered Employment
- ○ Direct Employment Creation
- ○ Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- ● Vacancy Bank
- ● Registration of Job Seeker Profiles/CVs
- ○ Skills Assessments
- ● General Labor Market Advice on Job Opportunities
- ○ Development of Individual Job Seeker Action Plans
- ● Training Advice
- ● Help with Searching for and Finding Vacancies
- ● Help to Apply for Jobs
- ● Career Guidance Counseling (e.g., longer-term planning)
- ● Counseling for Health Barriers to Employment
- ● Job Offers/Active Offers of Vacancies
- ● Referral to Externally Provided Job Search Training
- ○ Referral to Specialized Placement/Personalized Services
- ● Jobs Fairs
- ○ Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- ● Young job seekers (aged <25)
- ○ Older job seekers (aged >50)
- ● Single parents
- ○ Women
- ○ LGBTQ+ job seekers
- ● Persons with disabilities
- ● Long-term unemployed
- ● Low-skilled/ Unqualified workers
- ○ Ethnic minorities/ Indigenous People
- ○ People with addiction problems
- ○ Homeless people or people with housing problems
- ○ Ex-offenders
- ○ Migrant workers
- ○ Workers at risk of redundancy
- ○ Platform Workers

EMPLOYER SERVICES

- ○ Advice on Labor Market Trends
- ● Employer Access to Frontline Staff
- ● Personal Recruitment Support
- ● PES Provides Employer Visits
- ● Pre-screening of Applicants
- ○ Pre-employment Training for Job Seekers
- ● Support with Designing Vacancies
- ○ Support with Legal Compliance
- ○ Support for Human Resource Policies and Processes
- ○ Support for Organizing Employer-provided Training
- ○ Support for Managing Redundancies/Organizational Change
- ● Organizes Job Fairs
- ○ Organizes Speed Meet Events

Barbados

Barbados Employment and Career Counselling Service (BECCS)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	281,995.00
GDP Per Capital USD (PPP) in Current International Dollars 2023	21,336.16
Unemployment Rate 2023 (percent)	7.878
Male Unemployment Rate 2023 (percent)	8.96
Female Unemployment Rate 2023 (percent)	6.93
Youth Unemployment Rate 2023 (percent)	24.87
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	11.09
Potential Labor Force 2023 (ILO, in thousands)	1.4

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	12
Job Seekers and Potential Job Seekers per Staff Member	1,604
Offices	1
Job Seekers and Potential Job Seekers per Office	19,242
Square Kilometers per Office	430

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	○
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	80.77
Industry	16.51
Agriculture	2.72

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Belgium (VDAB)

VDAB: Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding (Flemish Service for Work and Vocational Training)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	Belgium: 11,822,592.00 Flanders: 6,774,807
GDP Per Capital USD (PPP) in Current International Dollars 2023	Belgium: 69,059.18 Flanders (est): 71,269
Unemployment Rate 2023 (percent)	Belgium: 5.528 Flanders (nat. est): 3.3
Male Unemployment Rate 2023 (percent)	Belgium: 5.95 Flanders (nat est): 3.8
Female Unemployment Rate 2023 (percent)	Belgium: 5.01 Flanders (nat est):2.9
Youth Unemployment Rate 2023 (percent)	Belgium: 16.09 Flanders (nat est.): 11.8
Latest Informal Employment Rate (2021 onwards) (percent)	Belgium: 1.369
Poverty Rate Average over the Last Five Years (percent)	Belgium: 12.73333333
Unemployment 2024 (ILO modelled estimate, in thousands)	Belgium: 293.74 Flanders (nat est): 106
Potential Labor Force 2024 (ILO, in thousands)	Belgium: 96.5

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	Flanders: 4,425
Job Seekers and Potential Job Seekers per Staff Member	Belgium: 47.4
Offices	Flanders: 61
Job Seekers and Potential Job Seekers per Office	Belgium: 2,350
Square Kilometers per Office	Flanders: 222.7

ORGANIZATIONAL STRUCTURE

The PES is a federated organization of local or regional service providers, but with national coordination

National Head Office	○
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full plus local govt.

EMPLOYMENT BY SECTOR (PERCENT)

Services	80.03
Industry	19.07
Agriculture	0.91

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Belgium (Actiris)

Actiris, service public de l'emploide la Région Bruxelles-Capitale (Public Employment Service of the Brussels Capital-Region)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	Belgium: 11,822,592.00 Brussels 1,241,175
GDP Per Capital USD (PPP) in Current International Dollars 2023	Belgium: 69,059.18 Brussels (est): 116,019.417
Unemployment Rate 2023 (percent)	Belgium: 5.528 Brussels (nat. est.): 10.7
Male Unemployment Rate 2023 (percent)	Belgium: 5.95 Brussels (nat est.): 10.3
Female Unemployment Rate 2023 (percent)	Belgium: 5.01 Brussels (nat. est.): 11.2
Youth Unemployment Rate 2023 (percent)	Belgium: 16.09 Brussels (nat. est.): 25.7
Latest Informal Employment Rate (2021 onwards) (percent)	Belgium: 1.369
Poverty Rate Average over the Last Five Years (percent)	Belgium: 12.73333333
Unemployment 2024 (ILO modelled estimate, in thousands)	Belgium: 293.74 Brussels (nat. est.): 62
Potential Labor Force 2024 (ILO, in thousands)	Belgium: 96.5

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	Brussels: 1,568
Job Seekers and Potential Job Seekers per Staff Member	Belgium: 47.4
Offices	Brussels: 53
Job Seekers and Potential Job Seekers per Office	Belgium: 2,350
Square Kilometers per Office	Brussels: 2.9

ORGANIZATIONAL STRUCTURE

The PES is a federated organization of local or regional service providers, but with national coordination

National Head Office	○
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	80.03
Industry	19.07
Agriculture	0.91

Belgium (Actiris)

Actiris, service public de l'emploi de la Région Bruxelles-Capitale (Public Employment Service of the Brussels Capital-Region)

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Belgium (Le Forem)

Le Forem, service public de l'emploi et de la formation en Wallonie (Walloon Public Service for Employment and Vocational Training)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	Belgium: 11,822,592.00 Walloon: 3,681,575
GDP Per Capital USD (PPP) in Current International Dollars 2023	Belgium: 69,059.18 Walloon (est): 49,722.61
Unemployment Rate 2023 (percent)	Belgium: 5.528 Walloon (nat. est.): 8.2
Male Unemployment Rate 2023 (percent)	Belgium: 5.95 Walloon (nat. est.): 9
Female Unemployment Rate 2023 (percent)	Belgium: 5.01 Walloon (nat. est.): 7.4
Youth Unemployment Rate 2023 (percent)	Belgium: 16.09 Walloon (nat. est.): 23
Latest Informal Employment Rate (2021 onwards) (percent)	Belgium: 1.369
Poverty Rate Average over the Last Five Years (percent)	Belgium: 12.73333333
Unemployment 2024 (ILO modelled estimate, in thousands)	Belgium: 293.74
Potential Labor Force 2024 (ILO, in thousands)	Belgium: 96.5

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	Walloon: 4,017
Job Seekers and Potential Job Seekers per Staff Member	Belgium: 47.4
Offices	Walloon: 88
Job Seekers and Potential Job Seekers per Office	Belgium: 2,350
Square Kilometers per Office	Walloon: 192.9

ORGANIZATIONAL STRUCTURE

The PES is located within a national government ministry (e.g., labor ministry)

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	80.03
Industry	19.07
Agriculture	0.91

Belgium (Le Forem)

Le Forem, service public de l'emploi et de la formation en Wallonie (Walloon Public Service for Employment and Vocational Training)

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Belize

Department of Labour
Employment Services Unit



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	410,825
GDP Per Capital USD (PPP) in Current International Dollars 2023	13,823.44
Unemployment Rate 2023 (percent)	8.267
Male Unemployment Rate 2023 (percent)	5.37
Female Unemployment Rate 2023 (percent)	12.69
Youth Unemployment Rate 2023 (percent)	17.41
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	13.30
Potential Labor Force 2017 (ILO, in thousands)	4.9

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage

RESOURCES AND CAPACITY

Staff	21
Job Seekers and Potential Job Seekers per Staff Member	890
Offices	10
Job Seekers and Potential Job Seekers per Office	1,869
Square Kilometers per Office	2,297

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	63.64
Industry	19.57
Agriculture	16.78

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Benin

Agence nationale pour l'Emploi (AnpE)
(National Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	13,712,828
GDP Per Capital USD (PPP) in Current International Dollars 2023	4,129.97
Unemployment Rate 2023 (percent)	1.657
Male Unemployment Rate 2023 (percent)	1.22
Female Unemployment Rate 2023 (percent)	1.73
Youth Unemployment Rate 2023 (percent)	3.89
Latest Informal Employment Rate (2021 onwards) (percent)	96.347
Poverty Rate Average over the Last Five Years (percent)	36.2
Unemployment 2024 (ILO modelled estimate, in thousands)	110.18
Potential Labor Force 2022 (ILO, in thousands)	88.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	101
Job Seekers and Potential Job Seekers per Staff Member	3,606
Offices	91
Job Seekers and Potential Job Seekers per Office	4,003
Square Kilometers per Office	1,261.1

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national partnership of a variety of stakeholders

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	49.32
Industry	22.29
Agriculture	28.39

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Bolivia (Plurinational State of)

Servicio Público de Empleo (Public Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	12,388,571
GDP Per Capital USD (PPP) in Current International Dollars 2023	10,925.27
Unemployment Rate 2023 (percent)	3.024
Male Unemployment Rate 2023 (percent)	2.68
Female Unemployment Rate 2023 (percent)	3.63
Youth Unemployment Rate 2023 (percent)	5.26
Latest Informal Employment Rate (2021 onwards) (percent)	83.875
Poverty Rate Average over the Last Five Years (percent)	37.4
Unemployment 2024 (ILO modelled estimate, in thousands)	212.03
Potential Labor Force 2024 (ILO, in thousands)	143.6

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	35
Job Seekers and Potential Job Seekers per Staff Member	8,297
Offices	12
Job Seekers and Potential Job Seekers per Office	24,200
Square Kilometers per Office	91,548.33

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	52.43
Industry	20.55
Agriculture	27.02

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Bosnia and Herzegovina

Agencija za rad i zaposljavanje Bosne i Hercegovine (Labour and Employment Agency of Bosnia and Herzegovina)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	3,210,847
GDP Per Capital USD (PPP) in Current International Dollars 2023	22,512.43
Unemployment Rate 2023 (percent)	10.668
Male Unemployment Rate 2023 (percent)	8.98
Female Unemployment Rate 2023 (percent)	12.45
Youth Unemployment Rate 2023 (percent)	26.52
Latest Informal Employment Rate (2021 onwards) (percent)	19.666
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	145.37
Potential Labor Force 2024 (ILO, in thousands)	50.7

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	980
Job Seekers and Potential Job Seekers per Staff Member	265
Offices	199
Job Seekers and Potential Job Seekers per Office	1,304
Square Kilometers per Office	257.34

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization wholly owned state owned agency with management by a ministry but outside of the national government

National Head Office	●
Regional Office (s)	○
Local Office (s)	○
Governance Board	●
Social Partner Representation on Governance Board	Yes Full plus local govt.

EMPLOYMENT BY SECTOR (PERCENT)

Services	49.64
Industry	33.49
Agriculture	16.87

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Brazil

Sistema Nacional de Emprego (Sine) (National Employment System)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	216,422,446
GDP Per Capital USD (PPP) in Current International Dollars 2023	21,175.62
Unemployment Rate 2023 (percent)	7.947
Male Unemployment Rate 2023 (percent)	6.61
Female Unemployment Rate 2023 (percent)	9.69
Youth Unemployment Rate 2023 (percent)	17.90
Latest Informal Employment Rate (2021 onwards) (percent)	36.504
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	8,152.12
Potential Labor Force 2025 (ILO, in thousands)	5,453.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	No data
Job Seekers and Potential Job Seekers per Staff Member	No data
Offices	No data
Job Seekers and Potential Job Seekers per Office	No data
Square Kilometers per Office	No data

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a federated organization of local or regional service providers, but with national coordination.

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full plus local and other national govt.

EMPLOYMENT BY SECTOR (PERCENT)

Services	70.78
Industry	20.49
Agriculture	8.73

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation (No data)
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Bulgaria

Агенция по заетостта (National Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	6,430,370
GDP Per Capital USD (PPP) in Current International Dollars 2023	37,507.66
Unemployment Rate 2023 (percent)	4.319
Male Unemployment Rate 2023 (percent)	4.40
Female Unemployment Rate 2023 (percent)	4.18
Youth Unemployment Rate 2023 (percent)	11.99
Latest Informal Employment Rate (2021 onwards) (percent)	1.2
Poverty Rate Average over the Last Five Years (percent)	21.825
Unemployment 2024 (ILO modelled estimate, in thousands)	134.42
Potential Labor Force 2024 (ILO, in thousands)	58.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	2,679
Job Seekers and Potential Job Seekers per Staff Member	93
Offices	107
Job Seekers and Potential Job Seekers per Office	2,328
Square Kilometers per Office	1,037.38

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization wholly owned state owned agency with management by a ministry but outside of the national government

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	63.53
Industry	30.02
Agriculture	6.45

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Cambodia

ទីភ្នាក់ងារជាតិមុខរបរ និងការងារ

(National Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	16,944,826
GDP Per Capital USD (PPP) in Current International Dollars 2023	7,430.73
Unemployment Rate 2023 (percent)	0.225
Male Unemployment Rate 2023 (percent)	0.22
Female Unemployment Rate 2023 (percent)	0.27
Youth Unemployment Rate 2023 (percent)	0.78
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	26.71
Potential Labor Force 2019 (ILO, in thousands)	52.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	166
Job Seekers and Potential Job Seekers per Staff Member	1,166
Offices	20
Job Seekers and Potential Job Seekers per Office	9,674
Square Kilometers per Office	9,052

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	None

EMPLOYMENT BY SECTOR (PERCENT)

Services	36.79
Industry	26.57
Agriculture	36.64

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation (No data
- Redundancy Compensation (No data

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Cameroon

Fonds National de l'Emploi (FNE) (National Employment Fund)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	28,647,293
GDP Per Capital USD (PPP) in Current International Dollars 2023	5,405.57
Unemployment Rate 2023 (percent)	3.613
Male Unemployment Rate 2023 (percent)	3.16
Female Unemployment Rate 2023 (percent)	4.19
Youth Unemployment Rate 2023 (percent)	6.44
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	37.7
Unemployment 2024 (ILO modelled estimate, in thousands)	391.19
Potential Labor Force 2014 (ILO, in thousands)	219.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	452
Job Seekers and Potential Job Seekers per Staff Member	1,490
Offices	18
Job Seekers and Potential Job Seekers per Office	37,424
Square Kilometers per Office	26,413.33

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	42.45
Industry	15.36
Agriculture	42.20

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Canada (ESDC/Service Canada)

Federal Public Employment Service
Employment and Social Development Canada "Service Canada"



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	Canada: 40,097,761
GDP Per Capital USD (PPP) in Current International Dollars 2023	Canada: 64,219
Unemployment Rate 2023 (percent)	Canada: 5.4
Male Unemployment Rate 2023 (percent)	Canada: 5.5
Female Unemployment Rate 2023 (percent)	Canada: 5.2
Youth Unemployment Rate 2023 (percent)	Canada: 10.7
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Four Years (percent)	Canada: 9.0 (avg. 2020–2023)
Unemployment 2024 (ILO modelled estimate, in thousands)	Canada: 1,538.9
Potential Labor Force 2025 (ILO, in thousands)	Canada: 160.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration
- Employment insurance

RESOURCES AND CAPACITY

Staff	38,219 full-time staff (ESDC)
Job Seekers and Potential Job Seekers per Staff Member	Canada: 45.4 (est.)
Offices	316 Service Canada Centers nationwide
Job Seekers and Potential Job Seekers per Office	Canada: 5,496 (est.)
Square Kilometers per Office	Canada: 28,777 (est.)

ORGANIZATIONAL STRUCTURE

Federal service delivery entity within Employment and Social Development Canada (ESDC)

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	None

EMPLOYMENT BY SECTOR (PERCENT)

Services	Canada: 79.5
Industry	Canada: 19.2
Agriculture	Canada: 1.3



PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance (provincial responsibility)
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers
- Newcomers to Canada

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Canada (Services Québec / Emploi-Québec)

Public Employment Service of the Province of Québec "Services Québec – Emploi-Québec" — Ministry of Employment and Social Solidarity - MESS



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	Canada: 40,097,761; Québec: 8,821,696.
GDP Per Capital USD (PPP) in Current International Dollars 2023	Canada: 64,219; Québec: 53,218 (est.)
Unemployment Rate 2023 (percent)	Canada: 5.4; Québec: 4.5
Male Unemployment Rate 2023 (percent)	Canada: 5.5; Québec: 4.9
Female Unemployment Rate 2023 (percent)	Canada: 5.2; Québec: 4.0
Youth Unemployment Rate 2023 (percent)	Canada: 10.7; Québec: 7.4
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Four Years (percent)	Canada: 9.0 (avg. 2020–2023) Québec: 6.3
Unemployment 2024 (ILO modelled estimate, in thousands)	Canada: 1,538.9 Québec: 292.4 (est.)
Potential Labor Force 2025 (ILO, in thousands)	Canada: 160.3 Québec: 44.7 (est.)

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	Québec: 7,341 (Ministry staff)
Job Seekers and Potential Job Seekers per Staff Member	Canada: 45.4 (est.) Québec: 45.9 (est)
Offices	Québec: 154 (MESS)
Job Seekers and Potential Job Seekers per Office	Québec: 2,189 (est.)
Square Kilometers per Office	Québec: 8,809 (est.)

ORGANIZATIONAL STRUCTURE

Public body under the authority of the MESS; employment services are delivered through the Services Québec network province-wide.

National Head Office	○
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Partial

EMPLOYMENT BY SECTOR (PERCENT)

Services	Canada: 79.5. Québec: 79.3 (est.)
Industry	Canada: 19.2. Québec: 19.5 (est.)
Agriculture	Canada: 1.3. Québec: 1.1 (est.)

PASSIVE LABOR MARKET MEASURES

- ● PES Role in Passive Services
- ● Non-contributory Unemployment Benefit
- ○ Contributory Unemployment Insurance (federal responsibility)
- ● Social Assistance
- ○ Sickness Benefits
- ○ Bankruptcy Compensation
- ○ Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- ● Placement and Related Services
- ● Training
- ● Recruitment Incentives
- ● Sheltered Employment
- ● Direct Employment Creation
- ● Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- ● Vacancy Bank
- ● Registration of Job Seeker Profiles/CVs
- ● Skills Assessments
- ● General Labor Market Advice on Job Opportunities
- ● Development of Individual Job Seeker Action Plans
- ● Training Advice
- ● Help with Searching for and Finding Vacancies
- ● Help to Apply for Jobs
- ● Career Guidance Counseling (e.g., longer-term planning)
- ● Counseling for Health Barriers to Employment
- ● Job Offers/Active Offers of Vacancies
- ● Referral to Externally Provided Job Search Training
- ● Referral to Specialized Placement/Personalized Services
- ● Jobs Fairs
- ● Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- ● Young job seekers (aged <25)
- ● Older job seekers (aged >50)
- ○ Single parents
- ○ Women
- ○ LGBTQ+ job seekers
- ● Persons with disabilities
- ● Long-term unemployed
- ● Low-skilled / unqualified workers
- ● Ethnic minorities/ Indigenous People
- ○ People with addiction problems
- ○ Homeless people or people with housing problems
- ○ Ex-offenders
- ○ Migrant workers
- ○ Workers at risk of redundancy
- ○ Platform Workers
- ● Immigrants and refugees
- ● Welfare recipients

EMPLOYER SERVICES

- ● Advice on Labor Market Trends
- ● Employer Access to Frontline Staff
- ● Personal Recruitment Support
- ● PES Provides Employer Visits
- ● Pre-screening of Applicants
- ● Pre-employment Training for Job Seekers
- ● Support with Designing Vacancies
- ○ Support with Legal Compliance
- ● Support for Human Resource Policies and Processes
- ● Support for Organizing Employer-provided Training
- ● Support for Managing Redundancies/Organizational Change
- ● Organizes Job Fairs
- ○ Organizes Speed Meet Events

Chile

There are three public employment services: ChileValora, Bolsa Nacional de Empleo (BNE) (National Job Bank) and Servicio Nacional de Capacitación y Empleo (SENCE) (National Training and Employment Service), which are coordinated by the Undersecretariat of Labor through the Employment Policy Division



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	19,629,590
GDP Per Capital USD (PPP) in Current International Dollars 2023	32,801.38
Unemployment Rate 2023 (percent)	9.013
Male Unemployment Rate 2023 (percent)	8.79
Female Unemployment Rate 2023 (percent)	9.37
Youth Unemployment Rate 2023 (percent)	22.05
Latest Informal Employment Rate (2021 onwards) (percent)	27.458
Poverty Rate Average over the Last Five Years (percent)	8.6
Unemployment 2024 (ILO modelled estimate, in thousands)	913.56
Potential Labor Force 2025 (ILO, in thousands)	951.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	No data
Job Seekers and Potential Job Seekers per Staff Member	No data
Offices	628
Job Seekers and Potential Job Seekers per Office	1,510
Square Kilometers per Office	1,204.94

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	None

EMPLOYMENT BY SECTOR (PERCENT)

Services	70.88
Industry	22.81
Agriculture	6.32

Chile

There are three public employment services coordinated by the Undersecretariat of Labor through the Employment Policy Division: ChileValora, Bolsa Nacional de Empleo (BNE) (National Job Bank) and Servicio Nacional de Capacitación y Empleo (SENCE) (National Training and Employment Service)

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Colombia

Servicio Público de Empleo (Public Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	52,085,168
GDP Per Capital USD (PPP) in Current International Dollars 2023	20,944.49
Unemployment Rate 2023 (percent)	9.594
Male Unemployment Rate 2023 (percent)	7.93
Female Unemployment Rate 2023 (percent)	11.86
Youth Unemployment Rate 2023 (percent)	19.27
Latest Informal Employment Rate (2021 onwards) (percent)	56.143
Poverty Rate Average over the Last Five Years (percent)	37.16
Unemployment 2024 (ILO modelled estimate, in thousands)	2,576.94
Potential Labor Force 2025 (ILO, in thousands)	191

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	2,695
Job Seekers and Potential Job Seekers per Staff Member	1,047
Offices	923
Job Seekers and Potential Job Seekers per Office	3,057
Square Kilometers per Office	1,235.77

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization wholly owned state owned agency with management by a ministry but outside of the national government

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Part

EMPLOYMENT BY SECTOR (PERCENT)

Services	65.03
Industry	20.33
Agriculture	14.64

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Costa Rica

Sistema Nacional de Empleo (National Employment System)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	5,212,173
GDP Per Capital USD (PPP) in Current International Dollars 2023	28,075.14
Unemployment Rate 2023 (percent)	8.325
Male Unemployment Rate 2023 (percent)	7.11
Female Unemployment Rate 2023 (percent)	10.17
Youth Unemployment Rate 2023 (percent)	24.10
Latest Informal Employment Rate (2021 onwards) (percent)	37.376
Poverty Rate Average over the Last Five Years (percent)	25.28
Unemployment 2024 (ILO modelled estimate, in thousands)	184.98
Potential Labor Force 2022 (ILO, in thousands)	110.6

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	96
Job Seekers and Potential Job Seekers per Staff Member	4,501
Offices	3
Job Seekers and Potential Job Seekers per Office	144,045
Square Kilometers per Office	17,033.33

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency with management by a ministry, but is outside of the national government.

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	67.62
Industry	18.97
Agriculture	13.41

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Croatia

Hrvatski zavod za zapošljavanje (Croatian Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	3,853,200
GDP Per Capital USD (PPP) in Current International Dollars 2023	45,602.82
Unemployment Rate 2023 (percent)	6.086
Male Unemployment Rate 2023 (percent)	5.57
Female Unemployment Rate 2023 (percent)	6.61
Youth Unemployment Rate 2023 (percent)	19.24
Latest Informal Employment Rate (2021 onwards) (percent)	1.167
Poverty Rate Average over the Last Five Years (percent)	19.75
Unemployment 2024 (ILO modelled estimate, in thousands)	90.98
Potential Labor Force 2024 (ILO, in thousands)	38.7

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	1,700
Job Seekers and Potential Job Seekers per Staff Member	125
Offices	122
Job Seekers and Potential Job Seekers per Office	1,737
Square Kilometers per Office	721.89

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full plus NGOs

EMPLOYMENT BY SECTOR (PERCENT)

Services	65.71
Industry	28.39
Agriculture	5.90

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit (No data)
- Contributory Unemployment Insurance (No data)
- Social Assistance (No data)
- Sickness Benefits
- Bankruptcy Compensation (No data)
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Cyprus

ΔΗΜΟΣΙΑ ΥΠΗΡΕΣΙΑ ΑΠΑΣΧΟΛΗΣΗΣ (ΔΥΑ)
(Public Employment Service of Cyprus)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	1,260,138
GDP Per Capital USD (PPP) in Current International Dollars 2023	57,213.62
Unemployment Rate 2023 (percent)	6.098
Male Unemployment Rate 2023 (percent)	6.05
Female Unemployment Rate 2023 (percent)	5.87
Youth Unemployment Rate 2023 (percent)	17.45
Latest Informal Employment Rate (2021 onwards) (percent)	1.684
Poverty Rate Average over the Last Five Years (percent)	13.85
Unemployment 2024 (ILO modelled estimate, in thousands)	43.26
Potential Labor Force 2024 (ILO, in thousands)	6.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	108
Job Seekers and Potential Job Seekers per Staff Member	526
Offices	13
Job Seekers and Potential Job Seekers per Office	4,374
Square Kilometers per Office	711.54

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	80.47
Industry	17.15
Agriculture	2.37

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Czechia

Úřad práce České republiky
(Labour Office of the Czech Republic)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	10,873,689
GDP Per Capital USD (PPP) in Current International Dollars 2023	53,217.22
Unemployment Rate 2023 (percent)	2.579
Male Unemployment Rate 2023 (percent)	2.23
Female Unemployment Rate 2023 (percent)	3.05
Youth Unemployment Rate 2023 (percent)	8.28
Latest Informal Employment Rate (2021 onwards) (percent)	2.264
Poverty Rate Average over the Last Five Years (percent)	9.4
Unemployment 2024 (ILO modelled estimate, in thousands)	136.98
Potential Labor Force 2024 (ILO, in thousands)	32.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	10,546
Job Seekers and Potential Job Seekers per Staff Member	17
Offices	295
Job Seekers and Potential Job Seekers per Office	616
Square Kilometers per Office	267.36

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	61.03
Industry	36.44
Agriculture	2.53

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- ○ Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Dominican Republic

Servicio Nacional de Empleo (National Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	11,332,972
GDP Per Capital USD (PPP) in Current International Dollars 2023	25,839.94
Unemployment Rate 2023 (percent)	5.555
Male Unemployment Rate 2023 (percent)	3.54
Female Unemployment Rate 2023 (percent)	8.50
Youth Unemployment Rate 2023 (percent)	11.75
Latest Informal Employment Rate (2021 onwards) (percent)	54.704
Poverty Rate Average over the Last Five Years (percent)	26.16
Unemployment 2024 (ILO modelled estimate, in thousands)	296.25
Potential Labor Force 2025 (ILO, in thousands)	233.5

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	136
Job Seekers and Potential Job Seekers per Staff Member	3,990
Offices	42
Job Seekers and Potential Job Seekers per Office	12,921
Square Kilometers per Office	3,496.17

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	72.02
Industry	20.26
Agriculture	7.71

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Ecuador

Servicio Público de Empleo "Encuentra Empleo" (Public Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	18,190,484
GDP Per Capital USD (PPP) in Current International Dollars 2023	15,918.52
Unemployment Rate 2023 (percent)	3.51
Male Unemployment Rate 2023 (percent)	2.84
Female Unemployment Rate 2023 (percent)	4.13
Youth Unemployment Rate 2023 (percent)	7.21
Latest Informal Employment Rate (2021 onwards) (percent)	68.643
Poverty Rate Average over the Last Five Years (percent)	27.98
Unemployment 2024 (ILO modelled estimate, in thousands)	421.01
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	56
Job Seekers and Potential Job Seekers per Staff Member	13,140
Offices	26
Job Seekers and Potential Job Seekers per Office	28,302
Square Kilometers per Office	9,860.38

ORGANIZATIONAL STRUCTURE

The PES Is a national organization wholly owned state owned agency with management by a ministry but outside of the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	51.11
Industry	17.35
Agriculture	31.54

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

El Salvador

Departamento Nacional de Empleo (National Employment Department)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	6,364,943
GDP Per Capital USD (PPP) in Current International Dollars 2023	12,679.58
Unemployment Rate 2023 (percent)	2.992
Male Unemployment Rate 2023 (percent)	2.55
Female Unemployment Rate 2023 (percent)	3.06
Youth Unemployment Rate 2023 (percent)	7.18
Latest Informal Employment Rate (2021 onwards) (percent)	66.495
Poverty Rate Average over the Last Five Years (percent)	26.15
Unemployment 2024 (ILO modelled estimate, in thousands)	82.05
Potential Labor Force 2024 (ILO, in thousands)	41.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	178
Job Seekers and Potential Job Seekers per Staff Member	799
Offices	44
Job Seekers and Potential Job Seekers per Office	3,233
Square Kilometers per Office	478.18

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	61.60
Industry	23.43
Agriculture	14.97

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Estonia

Eesti Töötukassa
(Estonian Unemployment Insurance Fund - EUIF)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	1,366,188
GDP Per Capital USD (PPP) in Current International Dollars 2023	46,790.27
Unemployment Rate 2023 (percent)	6.378
Male Unemployment Rate 2023 (percent)	6.11
Female Unemployment Rate 2023 (percent)	6.58
Youth Unemployment Rate 2023 (percent)	17.09
Latest Informal Employment Rate (2021 onwards) (percent)	2.404
Poverty Rate Average over the Last Five Years (percent)	21.9
Unemployment 2024 (ILO modelled estimate, in thousands)	58.70
Potential Labor Force 2024 (ILO, in thousands)	32.6

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	990
Job Seekers and Potential Job Seekers per Staff Member	94.04
Offices	28
Job Seekers and Potential Job Seekers per Office	3,325
Square Kilometers per Office	1,619.29

ORGANIZATIONAL STRUCTURE

Other

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	68.78
Industry	28.62
Agriculture	2.60

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

France

France Travail



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	68,170,228
GDP Per Capital USD (PPP) in Current International Dollars 2023	58,317.83
Unemployment Rate 2023 (percent)	7.335
Male Unemployment Rate 2023 (percent)	7.47
Female Unemployment Rate 2023 (percent)	7.17
Youth Unemployment Rate 2023 (percent)	17.13
Latest Informal Employment Rate (2021 onwards) (percent)	3.149
Poverty Rate Average over the Last Five Years (percent)	15.6
Unemployment 2024 (ILO modelled estimate, in thousands)	2,332.73
Potential Labor Force 2024 (ILO, in thousands)	1,167.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	52,593
Job Seekers and Potential Job Seekers per Staff Member	65
Offices	991
Job Seekers and Potential Job Seekers per Office	3,448
Square Kilometers per Office	554.07

ORGANIZATIONAL STRUCTURE

Other

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full plus Local govt

EMPLOYMENT BY SECTOR (PERCENT)

Services	78.16
Industry	19.26
Agriculture	2.59

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Gabon

Pôle National de Promotion de l'Emploi (PNPE)
(National Employment Promotion Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	2,436,566
GDP Per Capital USD (PPP) in Current International Dollars 2023	20,757.07
Unemployment Rate 2023 (percent)	20.278
Male Unemployment Rate 2023 (percent)	14.62
Female Unemployment Rate 2023 (percent)	29.04
Youth Unemployment Rate 2023 (percent)	36.53
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	165.39
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	183
Job Seekers and Potential Job Seekers per Staff Member	1,416
Offices	10
Job Seekers and Potential Job Seekers per Office	25,916
Square Kilometers per Office	26,767.00

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	54.52
Industry	16.19
Agriculture	29.30

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Gambia

Department of Labour
Public Employment Service



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	2,773,168.00
GDP Per Capital USD (PPP) in Current International Dollars 2023	3,254.37
Unemployment Rate 2023 (percent)	6.479
Male Unemployment Rate 2023 (percent)	7.12
Female Unemployment Rate 2023 (percent)	5.76
Youth Unemployment Rate 2023 (percent)	10.64
Latest Informal Employment Rate (2021 onwards) (percent)	84.133
Poverty Rate Average over the Last Five Years (percent)	53.4
Unemployment 2024 (ILO modelled estimate, in thousands)	50.88
Potential Labor Force 2025 (ILO, in thousands)	132.2

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	5
Job Seekers and Potential Job Seekers per Staff Member	40,920
Offices	2
Job Seekers and Potential Job Seekers per Office	102,301
Square Kilometers per Office	5,650.00

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	44.97
Industry	7.51
Agriculture	47.52

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Germany

Bundesagentur für Arbeit (Federal Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	84,482,267
GDP Per Capital USD (PPP) in Current International Dollars 2023	68,692.89
Unemployment Rate 2023 (percent)	3.068
Male Unemployment Rate 2023 (percent)	3.26
Female Unemployment Rate 2023 (percent)	2.81
Youth Unemployment Rate 2023 (percent)	5.96
Latest Informal Employment Rate (2021 onwards) (percent)	2.49
Poverty Rate Average over the Last Five Years (percent)	15.4
Unemployment 2024 (ILO modelled estimate, in thousands)	1,509.58
Potential Labor Force 2024 (ILO, in thousands)	1,181.5

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	99,550
Job Seekers and Potential Job Seekers per Staff Member	24
Offices	911
Job Seekers and Potential Job Seekers per Office	2,651
Square Kilometers per Office	392.52

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	71.88
Industry	26.87
Agriculture	1.24

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Guatemala

Servicio Nacional de Empleo (National Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	17,602,431
GDP Per Capital USD (PPP) in Current International Dollars 2023	13,745.36
Unemployment Rate 2023 (percent)	2.344
Male Unemployment Rate 2023 (percent)	1.92
Female Unemployment Rate 2023 (percent)	4.19
Youth Unemployment Rate 2023 (percent)	5.87
Latest Informal Employment Rate (2021 onwards) (percent)	83.189
Poverty Rate Average over the Last Five Years (percent)	56
Unemployment 2024 (ILO modelled estimate, in thousands)	168.13
Potential Labor Force 2024 (ILO, in thousands)	1,217.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Migration

RESOURCES AND CAPACITY

Staff	57
Job Seekers and Potential Job Seekers per Staff Member	3,142
Offices	22
Job Seekers and Potential Job Seekers per Office	8,141
Square Kilometers per Office	4,949.55

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	50.85
Industry	22.01
Agriculture	27.14

PASSIVE LABOR MARKET MEASURES

- ○ PES Role in Passive Services (No data)
- ○ Non-contributory Unemployment Benefit
- ○ Contributory Unemployment Insurance
- ● Social Assistance
- ● Sickness Benefits
- ○ Bankruptcy Compensation
- ○ Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- ● Placement and Related Services
- ● Training
- ○ Recruitment Incentives
- ○ Sheltered Employment
- ○ Direct Employment Creation
- ○ Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- ● Vacancy Bank
- ● Registration of Job Seeker Profiles/CVs
- ● Skills Assessments
- ● General Labor Market Advice on Job Opportunities
- ○ Development of Individual Job Seeker Action Plans
- ● Training Advice
- ● Help with Searching for and Finding Vacancies
- ● Help to Apply for Jobs
- ● Career Guidance Counseling (e.g., longer-term planning)
- ● Counseling for Health Barriers to Employment
- ● Job Offers/Active Offers of Vacancies
- ○ Referral to Externally Provided Job Search Training
- ○ Referral to Specialized Placement/Personalized Services
- ● Jobs Fairs
- ● Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- ● Young job seekers (aged <25)
- ● Older job seekers (aged >50)
- ○ Single parents
- ● Women
- ● LGBTQ+ job seekers
- ● Persons with disabilities
- ○ Long-term unemployed
- ○ Low-skilled/ Unqualified workers
- ● Ethnic minorities/ Indigenous People
- ○ People with addiction problems
- ○ Homeless people or people with housing problems
- ○ Ex-offenders
- ● Migrant workers
- ○ Workers at risk of redundancy
- ○ Platform Workers

EMPLOYER SERVICES

- ○ Advice on Labor Market Trends
- ○ Employer Access to Frontline Staff
- ○ Personal Recruitment Support
- ● PES Provides Employer Visits
- ● Pre-screening of Applicants
- ○ Pre-employment Training for Job Seekers
- ● Support with Designing Vacancies
- ○ Support with Legal Compliance
- ○ Support for Human Resource Policies and Processes
- ○ Support for Organizing Employer-provided Training
- ○ Support for Managing Redundancies/Organizational Change
- ● Organizes Job Fairs
- ○ Organizes Speed Meet Events

Guinea-Bissau

Public Employment Service



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	2,150,842
GDP Per Capital USD (PPP) in Current International Dollars 2023	2,907.14
Unemployment Rate 2023 (percent)	2.65
Male Unemployment Rate 2023 (percent)	3.56
Female Unemployment Rate 2023 (percent)	2.72
Youth Unemployment Rate 2023 (percent)	4.04
Latest Informal Employment Rate (2021 onwards) (percent)	94.774
Poverty Rate Average over the Last Five Years (percent)	50.5
Unemployment 2024 (ILO modelled estimate, in thousands)	22.16
Potential Labor Force 2022 (ILO, in thousands)	60.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Migration

RESOURCES AND CAPACITY

Staff	1
Job Seekers and Potential Job Seekers per Staff Member	63,814
Offices	1
Job Seekers and Potential Job Seekers per Office	63,814
Square Kilometers per Office	36,130

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full plus NGOs

EMPLOYMENT BY SECTOR (PERCENT)

Services	39.09
Industry	10.61
Agriculture	50.30

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance (No data)
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Guyana

Ministry of Labour



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	813,834
GDP Per Capital USD (PPP) in Current International Dollars 2023	54,729.04
Unemployment Rate 2023 (percent)	12.025
Male Unemployment Rate 2023 (percent)	11.37
Female Unemployment Rate 2023 (percent)	14.00
Youth Unemployment Rate 2023 (percent)	25.87
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	29.70
Potential Labor Force 2019 (ILO, in thousands)	37.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

No data

RESOURCES AND CAPACITY

Staff	No data
Job Seekers and Potential Job Seekers per Staff Member	No data
Offices	No data
Job Seekers and Potential Job Seekers per Office	No data
Square Kilometers per Office	No data

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	62.71
Industry	25.43
Agriculture	11.86

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit (No data)
- Contributory Unemployment Insurance (No data)
- Social Assistance (No data)
- Sickness Benefits (No data)
- Bankruptcy Compensation (No data)
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	No data
Employer Profiling	No data

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
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- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Haiti

Direction de la Main d'Œuvre (Directorate of Labor)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	11,724,763
GDP Per Capital USD (PPP) in Current International Dollars 2023	3,281.21
Unemployment Rate 2023 (percent)	14.556
Male Unemployment Rate 2023 (percent)	11.79
Female Unemployment Rate 2023 (percent)	17.78
Youth Unemployment Rate 2023 (percent)	36.80
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	795.21
Potential Labor Force 2012 (ILO, in thousands)	943.7

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage

RESOURCES AND CAPACITY

Staff	120
Job Seekers and Potential Job Seekers per Staff Member	8,908
Offices	11
Job Seekers and Potential Job Seekers per Office	97,177
Square Kilometers per Office	2,522.73

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	42.17
Industry	12.31
Agriculture	45.52

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	No data

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Honduras

Servicio Integral de Empleo "Sí Empleo" (Comprehensive Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	10,593,798
GDP Per Capital USD (PPP) in Current International Dollars 2023	7,178.34
Unemployment Rate 2023 (percent)	6.07
Male Unemployment Rate 2023 (percent)	4.19
Female Unemployment Rate 2023 (percent)	8.91
Youth Unemployment Rate 2023 (percent)	10.99
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	66.8
Unemployment 2024 (ILO modelled estimate, in thousands)	260.37
Potential Labor Force 2025 (ILO, in thousands)	270.7

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Migration

RESOURCES AND CAPACITY

Staff	52
Job Seekers and Potential Job Seekers per Staff Member	13,115
Offices	18
Job Seekers and Potential Job Seekers per Office	37,886
Square Kilometers per Office	6,249.44

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	○
Regional Office (s)	●
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	52.34
Industry	23.44
Agriculture	24.22

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Hungary

NEMZETI FOGLALKOZTATÁSI SZOLGÁLAT (National Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	9,589,872
GDP Per Capital USD (PPP) in Current International Dollars 2023	45,367.60
Unemployment Rate 2023 (percent)	4.107
Male Unemployment Rate 2023 (percent)	4.10
Female Unemployment Rate 2023 (percent)	4.15
Youth Unemployment Rate 2023 (percent)	12.76
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	12.35
Unemployment 2024 (ILO modelled estimate, in thousands)	222.26
Potential Labor Force 2024 (ILO, in thousands)	65.5

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	3,700
Job Seekers and Potential Job Seekers per Staff Member	91
Offices	189
Job Seekers and Potential Job Seekers per Office	1,774
Square Kilometers per Office	492.22

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	64.26
Industry	31.38
Agriculture	4.36

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits (No data)
- Bankruptcy Compensation (No data)
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Ireland

Intreo, Department of Social Protection



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	5,262,382
GDP Per Capital USD (PPP) in Current International Dollars 2023	124,900.94
Unemployment Rate 2023 (percent)	4.288
Male Unemployment Rate 2023 (percent)	4.39
Female Unemployment Rate 2023 (percent)	4.28
Youth Unemployment Rate 2023 (percent)	10.54
Latest Informal Employment Rate (2021 onwards) (percent)	1.9
Poverty Rate Average over the Last Five Years (percent)	13.45
Unemployment 2024 (ILO modelled estimate, in thousands)	121.90
Potential Labor Force 2024 (ILO, in thousands)	136.6

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	923
Job Seekers and Potential Job Seekers per Staff Member	250
Offices	86
Job Seekers and Potential Job Seekers per Office	2,687
Square Kilometers per Office	817.21

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	None

EMPLOYMENT BY SECTOR (PERCENT)

Services	76.75
Industry	19.25
Agriculture	4.00

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation (No data)
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Japan

ハローワーク
(Hello Work)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	124,516,650
GDP Per Capital USD (PPP) in Current International Dollars 2023	49,896.64
Unemployment Rate 2023 (percent)	2.6
Male Unemployment Rate 2023 (percent)	2.77
Female Unemployment Rate 2023 (percent)	2.34
Youth Unemployment Rate 2023 (percent)	4.09
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	1,774.85
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	28,923
Job Seekers and Potential Job Seekers per Staff Member	75
Offices	592
Job Seekers and Potential Job Seekers per Office	3,659
Square Kilometers per Office	638.47

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full plus NGOs

EMPLOYMENT BY SECTOR (PERCENT)

Services	73.35
Industry	23.55
Agriculture	3.10

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs s
- Organizes Speed Meet Events

Kazakhstan

ENBEK - Мансап орталығы (Centers of Labor Mobility - regional office), Карьера орталығы (Career Centers - local office)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	19,900,177
GDP Per Capital USD (PPP) in Current International Dollars 2023	38,515.18
Unemployment Rate 2023 (percent)	4.821
Male Unemployment Rate 2023 (percent)	4.24
Female Unemployment Rate 2023 (percent)	5.48
Youth Unemployment Rate 2023 (percent)	3.82
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	5.18
Unemployment 2024 (ILO modelled estimate, in thousands)	493.10
Potential Labor Force 2022 (ILO, in thousands)	49.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	5,374
Job Seekers and Potential Job Seekers per Staff Member	101
Offices	233
Job Seekers and Potential Job Seekers per Office	2,319
Square Kilometers per Office	11,694.85

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a federated organization of local or regional service providers, but with national coordination

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	65.63
Industry	21.51
Agriculture	12.86

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Latvia

Nodarbinātības valsts aģentūra (NVA) (State Employment Agency of Latvia)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	1,881,750
GDP Per Capital USD (PPP) in Current International Dollars 2023	41,810.01
Unemployment Rate 2023 (percent)	6.465
Male Unemployment Rate 2023 (percent)	7.60
Female Unemployment Rate 2023 (percent)	5.44
Youth Unemployment Rate 2023 (percent)	12.50
Latest Informal Employment Rate (2021 onwards) (percent)	2.168
Poverty Rate Average over the Last Five Years (percent)	22.8
Unemployment 2024 (ILO modelled estimate, in thousands)	64.49
Potential Labor Force 2024 (ILO, in thousands)	24.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	585.5
Job Seekers and Potential Job Seekers per Staff Member	172
Offices	32
Job Seekers and Potential Job Seekers per Office	3,153
Square Kilometers per Office	2,018.44

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	69.54
Industry	23.67
Agriculture	6.79

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Lithuania

Užimtumo tarnyba (UZT)
(Public Employment Service under the Ministry of Social Security and Labour of the Republic of Lithuania)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	2,871,897
GDP Per Capital USD (PPP) in Current International Dollars 2023	50,914.86
Unemployment Rate 2023 (percent)	6.841
Male Unemployment Rate 2023 (percent)	7.45
Female Unemployment Rate 2023 (percent)	6.47
Youth Unemployment Rate 2023 (percent)	13.90
Latest Informal Employment Rate (2021 onwards) (percent)	3.198
Poverty Rate Average over the Last Five Years (percent)	20.45
Unemployment 2024 (ILO modelled estimate, in thousands)	114.98
Potential Labor Force 2024 (ILO, in thousands)	31

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	4,625
Job Seekers and Potential Job Seekers per Staff Member	30
Offices	130
Job Seekers and Potential Job Seekers per Office	1,054
Square Kilometers per Office	502.23

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	68.80
Industry	25.74
Agriculture	5.46

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation (No data)
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	No data

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Mali

Agence Nationale Pour l'Emploi (ANPE) (National Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	23,293,698
GDP Per Capital USD (PPP) in Current International Dollars 2023	3,168.41
Unemployment Rate 2023 (percent)	2.956
Male Unemployment Rate 2023 (percent)	3.08
Female Unemployment Rate 2023 (percent)	2.89
Youth Unemployment Rate 2023 (percent)	4.11
Latest Informal Employment Rate (2021 onwards) (percent)	95.416
Poverty Rate Average over the Last Five Years (percent)	44.0
Unemployment 2024 (ILO modelled estimate, in thousands)	279.31
Potential Labor Force 2024 (ILO, in thousands)	151.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	225
Job Seekers and Potential Job Seekers per Staff Member	1,741
Offices	12
Job Seekers and Potential Job Seekers per Office	32,641
Square Kilometers per Office	103,349.2

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full plus local govt.

EMPLOYMENT BY SECTOR (PERCENT)

Services	21.88
Industry	10.15
Agriculture	67.98

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	No data

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Mexico

Servicio Nacional de Empleo (National Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	128,455,567
GDP Per Capital USD (PPP) in Current International Dollars 2023	24,854.58
Unemployment Rate 2023 (percent)	2.765
Male Unemployment Rate 2023 (percent)	2.78
Female Unemployment Rate 2023 (percent)	2.86
Youth Unemployment Rate 2023 (percent)	6.11
Latest Informal Employment Rate (2021 onwards) (percent)	56.408
Poverty Rate Average over the Last Five Years (percent)	36.6
Unemployment 2024 (ILO modelled estimate, in thousands)	1,652.35
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	2,900
Job Seekers and Potential Job Seekers per Staff Member	1,501
Offices	167
Job Seekers and Potential Job Seekers per Office	26,069
Square Kilometers per Office	11,762.72

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	62.33
Industry	25.03
Agriculture	12.64

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Morocco

Agence Nationale de Promotion de l'Emploi et des Compétences (ANAPEC)
(National Agency for the Promotion of Employment and Skills)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	37,840,044
GDP Per Capital USD (PPP) in Current International Dollars 2023	9,842.89
Unemployment Rate 2023 (percent)	9.044
Male Unemployment Rate 2023 (percent)	8.64
Female Unemployment Rate 2023 (percent)	10.73
Youth Unemployment Rate 2023 (percent)	22.62
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	3.9
Unemployment 2024 (ILO modelled estimate, in thousands)	1,115.71
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	690
Job Seekers and Potential Job Seekers per Staff Member	3,596
Offices	103
Job Seekers and Potential Job Seekers per Office	24,088
Square Kilometers per Office	4,335.44

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national partnership of a variety of stakeholders

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	None

EMPLOYMENT BY SECTOR (PERCENT)

Services	45.29
Industry	23.96
Agriculture	30.75

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit (No data)
- Contributory Unemployment Insurance (No data)
- Social Assistance (No data)
- Sickness Benefits (No data)
- Bankruptcy Compensation (No data)
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Netherlands (Kingdom of the)

Uitvoeringsinstituut Werknemersverzekeringen (UWV) (Employee Insurance Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	17,879,488
GDP Per Capital USD (PPP) in Current International Dollars 2023	78,305.29
Unemployment Rate 2023 (percent)	3.537
Male Unemployment Rate 2023 (percent)	3.40
Female Unemployment Rate 2023 (percent)	3.74
Youth Unemployment Rate 2023 (percent)	8.94
Latest Informal Employment Rate (2021 onwards) (percent)	2.632
Poverty Rate Average over the Last Five Years (percent)	14.45
Unemployment 2024 (ILO modelled estimate, in thousands)	376.13
Potential Labor Force 2024 (ILO, in thousands)	266.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	5,555
Job Seekers and Potential Job Seekers per Staff Member	133
Offices	36
Job Seekers and Potential Job Seekers per Office	20,456
Square Kilometers per Office	1,153.89

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government)

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	None

EMPLOYMENT BY SECTOR (PERCENT)

Services	84.06
Industry	14.03
Agriculture	1.91

Netherlands (Kingdom of the)

Uitvoeringsinstituut Werknemersverzekeringen (UWV)
(Employee Insurance Agency)

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Nicaragua

Servicio Público de Empleo (SEPEM) (Public Employment Service



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	7,046,310
GDP Per Capital USD (PPP) in Current International Dollars 2023	8,319.98
Unemployment Rate 2023 (percent)	4.716
Male Unemployment Rate 2023 (percent)	4.71
Female Unemployment Rate 2023 (percent)	4.93
Youth Unemployment Rate 2023 (percent)	9.48
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	147.49
Potential Labor Force 2014 (ILO, in thousands)	373.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	22
Job Seekers and Potential Job Seekers per Staff Member	25,201
Offices	17
Job Seekers and Potential Job Seekers per Office	32,614
Square Kilometers per Office	7,668.82

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	54.12
Industry	18.18
Agriculture	27.70

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Niger

Agence National pour la Promotion de l'Emploi (ANPE) (National Agency for the Promotion of Employment)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	27,202,843
GDP Per Capital USD (PPP) in Current International Dollars 2023	1,875.15
Unemployment Rate 2023 (percent)	0.425
Male Unemployment Rate 2023 (percent)	0.61
Female Unemployment Rate 2023 (percent)	0.47
Youth Unemployment Rate 2023 (percent)	0.84
Latest Informal Employment Rate (2021 onwards) (percent)	98.49
Poverty Rate Average over the Last Five Years (percent)	41.2
Unemployment 2024 (ILO modelled estimate, in thousands)	37.26
Potential Labor Force 2022 (ILO, in thousands)	121.5

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	100
Job Seekers and Potential Job Seekers per Staff Member	4,396
Offices	51
Job Seekers and Potential Job Seekers per Office	8,619
Square Kilometers per Office	24,843.14

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency with management by a ministry, but is outside of the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	21.74
Industry	7.37
Agriculture	70.89

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
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- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Nigeria

Federal Ministry of Labour and Employment (FMLE)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	223,804,632
GDP Per Capital USD (PPP) in Current International Dollars 2023	6,207.42
Unemployment Rate 2023 (percent)	3.074
Male Unemployment Rate 2023 (percent)	2.16
Female Unemployment Rate 2023 (percent)	4.24
Youth Unemployment Rate 2023 (percent)	5.84
Latest Informal Employment Rate (2021 onwards) (percent)	93.179
Poverty Rate Average over the Last Five Years (percent)	56.2
Unemployment 2024 (ILO modelled estimate, in thousands)	3,388.57
Potential Labor Force 2024 (ILO, in thousands)	1,290.9

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	16
Job Seekers and Potential Job Seekers per Staff Member	251,015
Offices	16
Job Seekers and Potential Job Seekers per Office	251,015
Square Kilometers per Office	57,735.63

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	47.45
Industry	14.56
Agriculture	37.99

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit (No data)
- Contributory Unemployment Insurance (No data)
- Social Assistance
- Sickness Benefits (No data)
- Bankruptcy Compensation
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
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- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

North Macedonia

Агенција за вработување на Република Северна Македонија (Employment Service Agency of the Republic of North Macedonia)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	1,811,980
GDP Per Capital USD (PPP) in Current International Dollars 2023	24,390.46
Unemployment Rate 2023 (percent)	13.174
Male Unemployment Rate 2023 (percent)	14.02
Female Unemployment Rate 2023 (percent)	11.72
Youth Unemployment Rate 2023 (percent)	28.57
Latest Informal Employment Rate (2021 onwards) (percent)	11.089
Poverty Rate Average over the Last Five Years (percent)	22.7
Unemployment 2024 (ILO modelled estimate, in thousands)	106.35
Potential Labor Force 2025 (ILO, in thousands)	42.5

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	361
Job Seekers and Potential Job Seekers per Staff Member	464
Offices	31
Job Seekers and Potential Job Seekers per Office	5,406
Square Kilometers per Office	829.35

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization wholly owned state owned agency with management by a ministry but outside of the national government

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	59.90
Industry	30.40
Agriculture	9.70

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Panama

Servicio de Empleo (Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	4,468,087
GDP Per Capital USD (PPP) in Current International Dollars 2023	39,803.32
Unemployment Rate 2023 (percent)	6.544
Male Unemployment Rate 2023 (percent)	5.37
Female Unemployment Rate 2023 (percent)	8.69
Youth Unemployment Rate 2023 (percent)	16.59
Latest Informal Employment Rate (2021 onwards) (percent)	58.686
Poverty Rate Average over the Last Five Years (percent)	21.9
Unemployment 2024 (ILO modelled estimate, in thousands)	143.77
Potential Labor Force 2024 (ILO, in thousands)	19.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	22
Job Seekers and Potential Job Seekers per Staff Member	11,921
Offices	25
Job Seekers and Potential Job Seekers per Office	10,491
Square Kilometers per Office	3,012.80

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full, plus local govt

EMPLOYMENT BY SECTOR (PERCENT)

Services	68.00
Industry	16.71
Agriculture	15.30

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Paraguay

Dirección General de Empleo (General Employment Directorate)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	6,861,524
GDP Per Capital USD (PPP) in Current International Dollars 2023	17,564.49
Unemployment Rate 2023 (percent)	5.794
Male Unemployment Rate 2023 (percent)	4.66
Female Unemployment Rate 2023 (percent)	7.31
Youth Unemployment Rate 2023 (percent)	13.03
Latest Informal Employment Rate (2021 onwards) (percent)	67.31
Poverty Rate Average over the Last Five Years (percent)	23.8
Unemployment 2024 (ILO modelled estimate, in thousands)	213.39
Potential Labor Force 2016 (ILO, in thousands)	84.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	22
Job Seekers and Potential Job Seekers per Staff Member	18,156
Offices	13
Job Seekers and Potential Job Seekers per Office	30,726
Square Kilometers per Office	31,288.62

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	63.84
Industry	18.74
Agriculture	17.41

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Peru

Dirección General del Servicio Nacional de Empleo (General Directorate of the National Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	34,352,719
GDP Per Capital USD (PPP) in Current International Dollars 2023	17,011.23
Unemployment Rate 2023 (percent)	4.899
Male Unemployment Rate 2023 (percent)	4.14
Female Unemployment Rate 2023 (percent)	5.61
Youth Unemployment Rate 2023 (percent)	8.80
Latest Informal Employment Rate (2021 onwards) (percent)	72.066
Poverty Rate Average over the Last Five Years (percent)	28.02
Unemployment 2024 (ILO modelled estimate, in thousands)	913.29
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	205
Job Seekers and Potential Job Seekers per Staff Member	6,312
Offices	477
Job Seekers and Potential Job Seekers per Office	2,713
Square Kilometers per Office	2,694.38

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	56.85
Industry	17.45
Agriculture	25.70

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Poland

Publiczne Służby Zatrudnienia (Public Employment Services)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	36,685,849
GDP Per Capital USD (PPP) in Current International Dollars 2023	46,757.54
Unemployment Rate 2023 (percent)	2.743
Male Unemployment Rate 2023 (percent)	2.92
Female Unemployment Rate 2023 (percent)	2.89
Youth Unemployment Rate 2023 (percent)	11.58
Latest Informal Employment Rate (2021 onwards) (percent)	8.616
Poverty Rate Average over the Last Five Years (percent)	12.22
Unemployment 2024 (ILO modelled estimate, in thousands)	475.52
Potential Labor Force 2024 (ILO, in thousands)	217.7

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	20,696
Job Seekers and Potential Job Seekers per Staff Member	43
Offices	357
Job Seekers and Potential Job Seekers per Office	2,508
Square Kilometers per Office	875.94

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a federated organization of local or regional service providers, but with national coordination

National Head Office	○
Regional Office (s)	●
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	60.91
Industry	30.83
Agriculture	8.25

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	No data
Employer Profiling	No data

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Portugal

Instituto do Emprego e Formação Profissional (IEFP) (Institute for Employment and Vocational Training)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	10,525,347
GDP Per Capital USD (PPP) in Current International Dollars 2023	47,426.49
Unemployment Rate 2023 (percent)	6.509
Male Unemployment Rate 2023 (percent)	6.13
Female Unemployment Rate 2023 (percent)	6.86
Youth Unemployment Rate 2023 (percent)	20.25
Latest Informal Employment Rate (2021 onwards) (percent)	4.734
Poverty Rate Average over the Last Five Years (percent)	17.4
Unemployment 2024 (ILO modelled estimate, in thousands)	339.83
Potential Labor Force 2025 (ILO, in thousands)	126.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	3,946
Job Seekers and Potential Job Seekers per Staff Member	134
Offices	60
Job Seekers and Potential Job Seekers per Office	8,839
Square Kilometers per Office	1,537.17

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency with management by a ministry, but is outside of the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	70.96
Industry	24.00
Agriculture	5.04

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Republic of Korea

고용노동부
(Ministry of Employment and Labor)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	51,712,619
GDP Per Capital USD (PPP) in Current International Dollars 2023	52,203.97
Unemployment Rate 2023 (percent)	2.675
Male Unemployment Rate 2023 (percent)	2.61
Female Unemployment Rate 2023 (percent)	2.69
Youth Unemployment Rate 2023 (percent)	5.37
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	773.31
Potential Labor Force 2019 (ILO, in thousands)	522.4

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	No data
Job Seekers and Potential Job Seekers per Staff Member	No data
Offices	No data
Job Seekers and Potential Job Seekers per Office	No data
Square Kilometers per Office	No data

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	70.11
Industry	24.46
Agriculture	5.43

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	No data
Employer Profiling	No data

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Republic of Moldova

Agentia Nationala pentru Ocupaea Foretei de Munca (ANOFM) (National Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	2,486,891
GDP Per Capital USD (PPP) in Current International Dollars 2023	17,746.94
Unemployment Rate 2023 (percent)	1.555
Male Unemployment Rate 2023 (percent)	2.12
Female Unemployment Rate 2023 (percent)	1.18
Youth Unemployment Rate 2023 (percent)	4.18
Latest Informal Employment Rate (2021 onwards) (percent)	52.222
Poverty Rate Average over the Last Five Years (percent)	28.5
Unemployment 2024 (ILO modelled estimate, in thousands)	24.74
Potential Labor Force 2025 (ILO, in thousands)	12

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	244
Job Seekers and Potential Job Seekers per Staff Member	225
Offices	38
Job Seekers and Potential Job Seekers per Office	1,442
Square Kilometers per Office	890.79

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full plus local govt.

EMPLOYMENT BY SECTOR (PERCENT)

Services	31.94
Industry	12.68
Agriculture	55.38

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance (No data)
- Social Assistance (No data)
- Sickness Benefits (No data)
- Bankruptcy Compensation (No data)
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Romania

Agentia Nationala pentru Ocupaea Foretei de Munca (ANOFM) (National Agency for Employment)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	19,056,116
GDP Per Capital USD (PPP) in Current International Dollars 2023	45,776.84
Unemployment Rate 2023 (percent)	5.589
Male Unemployment Rate 2023 (percent)	5.95
Female Unemployment Rate 2023 (percent)	5.12
Youth Unemployment Rate 2023 (percent)	21.30
Latest Informal Employment Rate (2021 onwards) (percent)	2.206
Poverty Rate Average over the Last Five Years (percent)	20.95
Unemployment 2024 (ILO modelled estimate, in thousands)	443.19
Potential Labor Force 2024 (ILO, in thousands)	217.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	2,175
Job Seekers and Potential Job Seekers per Staff Member	257
Offices	213
Job Seekers and Potential Job Seekers per Office	2,623
Square Kilometers per Office	1,119.25

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	49.16
Industry	32.83
Agriculture	18.01

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Senegal

Agence Nationale pour la Promotion de l'Emploi des Jeunes (ANPEJ)
(National Agency for the Promotion of Youth Employment)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	17,763,163
GDP Per Capital USD (PPP) in Current International Dollars 2023	4,777.61
Unemployment Rate 2023 (percent)	2.80
Male Unemployment Rate 2023 (percent)	2.80
Female Unemployment Rate 2023 (percent)	3.13
Youth Unemployment Rate 2023 (percent)	4.12
Latest Informal Employment Rate (2021 onwards) (percent)	89.24
Poverty Rate Average over the Last Five Years (percent)	37.5
Unemployment 2024 (ILO modelled estimate, in thousands)	172.42
Potential Labor Force 2024 (ILO, in thousands)	2,074.2

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	229
Job Seekers and Potential Job Seekers per Staff Member	7,322
Offices	100
Job Seekers and Potential Job Seekers per Office	16,768
Square Kilometers per Office	1,967.1

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	None

EMPLOYMENT BY SECTOR (PERCENT)

Services	55.85
Industry	22.63
Agriculture	21.53

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit (No data)
- Contributory Unemployment Insurance (No data)
- Social Assistance (No data)
- Sickness Benefits (No data)
- Bankruptcy Compensation (No data)
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Serbia

Национална служба за запошљавање (National Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	6,618,026
GDP Per Capital USD (PPP) in Current International Dollars 2023	28,748.38
Unemployment Rate 2023 (percent)	8.268
Male Unemployment Rate 2023 (percent)	8.44
Female Unemployment Rate 2023 (percent)	8.98
Youth Unemployment Rate 2023 (percent)	24.31
Latest Informal Employment Rate (2021 onwards) (percent)	17.808
Poverty Rate Average over the Last Five Years (percent)	20.3
Unemployment 2024 (ILO modelled estimate, in thousands)	244.07
Potential Labor Force 2025 (ILO, in thousands)	432.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	No data
Job Seekers and Potential Job Seekers per Staff Member	No data
Offices	121
Job Seekers and Potential Job Seekers per Office	4,236
Square Kilometers per Office	702.4

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	57.35
Industry	29.08
Agriculture	13.57

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation (No data)
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Slovakia

Ústredie práce, sociálnych vecí a rodiny (ÚPSVR)
(Central Office of Labour, Social Affairs and Family - COLSAF)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	5,426,740
GDP Per Capital USD (PPP) in Current International Dollars 2023	43,949.86
Unemployment Rate 2023 (percent)	5.84
Male Unemployment Rate 2023 (percent)	5.74
Female Unemployment Rate 2023 (percent)	5.95
Youth Unemployment Rate 2023 (percent)	19.41
Latest Informal Employment Rate (2021 onwards) (percent)	4.368
Poverty Rate Average over the Last Five Years (percent)	13
Unemployment 2024 (ILO modelled estimate, in thousands)	147.76
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	3,104
Job Seekers and Potential Job Seekers per Staff Member	63
Offices	47
Job Seekers and Potential Job Seekers per Office	4,170
Square Kilometers per Office	1,043.19

ORGANIZATIONAL STRUCTURE

Other

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	61.58
Industry	35.88
Agriculture	2.54

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation (No data)
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Slovenia

Zavod Republike Slovenije za zaposlovanje (Employment Service of Slovenia)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	2,120,937
GDP Per Capital USD (PPP) in Current International Dollars 2023	53,952.20
Unemployment Rate 2023 (percent)	3.652
Male Unemployment Rate 2023 (percent)	3.60
Female Unemployment Rate 2023 (percent)	3.66
Youth Unemployment Rate 2023 (percent)	9.91
Latest Informal Employment Rate (2021 onwards) (percent)	0.696
Poverty Rate Average over the Last Five Years (percent)	12.16
Unemployment 2024 (ILO modelled estimate, in thousands)	35.40
Potential Labor Force 2024 (ILO, in thousands)	15.7

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	864
Job Seekers and Potential Job Seekers per Staff Member	55
Offices	71
Job Seekers and Potential Job Seekers per Office	675
Square Kilometers per Office	288.45

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency with management by a ministry, but is outside of the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	65.50
Industry	30.20
Agriculture	4.31

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Spain

Servicio Público de Empleo Estatal (SEPE) (Spanish Public Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	48,373,336
GDP Per Capital USD (PPP) in Current International Dollars 2023	53,229.92
Unemployment Rate 2023 (percent)	12.179
Male Unemployment Rate 2023 (percent)	10.60
Female Unemployment Rate 2023 (percent)	13.89
Youth Unemployment Rate 2023 (percent)	28.70
Latest Informal Employment Rate (2021 onwards) (percent)	2.203
Poverty Rate Average over the Last Five Years (percent)	20.7
Unemployment 2024 (ILO modelled estimate, in thousands)	2,727.42
Potential Labor Force 2025 (ILO, in thousands)	870.3

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	7,557
Job Seekers and Potential Job Seekers per Staff Member	487
Offices	770
Job Seekers and Potential Job Seekers per Office	4,778
Square Kilometers per Office	657.1

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	76.13
Industry	20.07
Agriculture	3.80

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Suriname

Directe Bemiddeling (Public Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	623,236
GDP Per Capital USD (PPP) in Current International Dollars 2023	21,135.55
Unemployment Rate 2023 (percent)	7.631
Male Unemployment Rate 2023 (percent)	5.47
Female Unemployment Rate 2023 (percent)	10.82
Youth Unemployment Rate 2023 (percent)	25.29
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	17.6
Unemployment 2024 (ILO modelled estimate, in thousands)	18.71
Potential Labor Force 2016 (ILO, in thousands)	1.6

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage

RESOURCES AND CAPACITY

Staff	8
Job Seekers and Potential Job Seekers per Staff Member	4,242
Offices	2
Job Seekers and Potential Job Seekers per Office	16,968
Square Kilometers per Office	81,910

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	66.02
Industry	26.44
Agriculture	7.54

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Sweden

Arbetsförmedlingen (Swedish Public Employment Services)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	10,536,632
GDP Per Capital USD (PPP) in Current International Dollars 2023	67,258.85
Unemployment Rate 2023 (percent)	7.611
Male Unemployment Rate 2023 (percent)	7.36
Female Unemployment Rate 2023 (percent)	7.84
Youth Unemployment Rate 2023 (percent)	21.57
Latest Informal Employment Rate (2021 onwards) (percent)	2.826
Poverty Rate Average over the Last Five Years (percent)	15.93
Unemployment 2024 (ILO modelled estimate, in thousands)	487.76
Potential Labor Force 2024 (ILO, in thousands)	355.9

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	9,797
Job Seekers and Potential Job Seekers per Staff Member	74
Offices	200
Job Seekers and Potential Job Seekers per Office	3,624
Square Kilometers per Office	2,644.3

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	80.89
Industry	17.25
Agriculture	1.86

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Switzerland

Staatssekretariat für Wirtschaft (SECO)
(State Secretariat for Economic Affairs at the national level)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	8,849,852
GDP Per Capital USD (PPP) in Current International Dollars 2023	90,506.00
Unemployment Rate 2023 (percent)	4.043
Male Unemployment Rate 2023 (percent)	3.87
Female Unemployment Rate 2023 (percent)	4.26
Youth Unemployment Rate 2023 (percent)	8.00
Latest Informal Employment Rate (2021 onwards) (percent)	1.138
Poverty Rate Average over the Last Five Years (percent)	15.25
Unemployment 2024 (ILO modelled estimate, in thousands)	209.18
Potential Labor Force 2024 (ILO, in thousands)	219.4

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	3,787
Job Seekers and Potential Job Seekers per Staff Member	121
Offices	154
Job Seekers and Potential Job Seekers per Office	2,967
Square Kilometers per Office	268.12

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a federated organization of local or regional service providers, but with national coordination

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	●
Social Partner Representation on Governance Board	Full plus local govt.

EMPLOYMENT BY SECTOR (PERCENT)

Services	77.43
Industry	20.27
Agriculture	2.31

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Togo

Agence Nationale Pour l'Emploi (ANPE) (National Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	9,053,799
GDP Per Capital USD (PPP) in Current International Dollars 2023	3,071.51
Unemployment Rate 2023 (percent)	1.948
Male Unemployment Rate 2023 (percent)	2.27
Female Unemployment Rate 2023 (percent)	1.81
Youth Unemployment Rate 2023 (percent)	3.27
Latest Informal Employment Rate (2021 onwards) (percent)	92.343
Poverty Rate Average over the Last Five Years (percent)	43.8
Unemployment 2024 (ILO modelled estimate, in thousands)	64.91
Potential Labor Force 2022 (ILO, in thousands)	71.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	80
Job Seekers and Potential Job Seekers per Staff Member	3,647
Offices	11
Job Seekers and Potential Job Seekers per Office	26,524
Square Kilometers per Office	5,162.73

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	49.19
Industry	20.01
Agriculture	30.80

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation (No data)
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Trinidad and Tobago

National Employment Service



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	1,534,937
GDP Per Capital USD (PPP) in Current International Dollars 2023	34,620.39
Unemployment Rate 2023 (percent)	4.21
Male Unemployment Rate 2023 (percent)	3.75
Female Unemployment Rate 2023 (percent)	4.81
Youth Unemployment Rate 2023 (percent)	10.12
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	32.55
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	55
Job Seekers and Potential Job Seekers per Staff Member	1,185
Offices	7
Job Seekers and Potential Job Seekers per Office	9,313
Square Kilometers per Office	732.86

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry).

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	70.31
Industry	26.68
Agriculture	3.01

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	○
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Tunisia

Agence Nationale pour l'Emploi et le Travail Indépendant (Aneti) (National Agency for Employment and Independent Work)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	12,458,223
GDP Per Capital USD (PPP) in Current International Dollars 2023	14,009.52
Unemployment Rate 2023 (percent)	15.106
Male Unemployment Rate 2023 (percent)	12.88
Female Unemployment Rate 2023 (percent)	20.54
Youth Unemployment Rate 2023 (percent)	37.48
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	16.6
Unemployment 2024 (ILO modelled estimate, in thousands)	688.10
Potential Labor Force 2023 (ILO, in thousands)	206

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	1,400
Job Seekers and Potential Job Seekers per Staff Member	876
Offices	114
Job Seekers and Potential Job Seekers per Office	10,759
Square Kilometers per Office	1,435.18

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency with management by a ministry, but is outside of the national government

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	52.63
Industry	33.36
Agriculture	14.01

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation (No data)
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Türkiye

Türkiye İş Kurumu (İŞKUR)
(Turkish Employment Agency)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	85,326,000
GDP Per Capital USD (PPP) in Current International Dollars 2023	42,326.16
Unemployment Rate 2023 (percent)	9.388
Male Unemployment Rate 2023 (percent)	8.05
Female Unemployment Rate 2023 (percent)	12.14
Youth Unemployment Rate 2023 (percent)	17.61
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	13.98
Unemployment 2024 (ILO modelled estimate, in thousands)	3,118.21
Potential Labor Force (ILO, in thousands)	No data

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	8,577
Job Seekers and Potential Job Seekers per Staff Member	569
Offices	161
Job Seekers and Potential Job Seekers per Office	30,332
Square Kilometers per Office	4,877.95

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national organization and wholly state-owned agency managed by a ministry but outside the national government

National Head Office	●
Regional Office (s)	○
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	Full

EMPLOYMENT BY SECTOR (PERCENT)

Services	55.61
Industry	27.73
Agriculture	16.66

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	No data
Employer Profiling	○

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Uganda

Internal Employment Public Employment Services



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	48,582,334
GDP Per Capital USD (PPP) in Current International Dollars 2023	3,097.64
Unemployment Rate 2023 (percent)	2.787
Male Unemployment Rate 2023 (percent)	2.28
Female Unemployment Rate 2023 (percent)	3.39
Youth Unemployment Rate 2023 (percent)	4.50
Latest Informal Employment Rate (2021 onwards) (percent)	95.152
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	671.39
Potential Labor Force 2021 (ILO, in thousands)	206.8

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	No data
Job Seekers and Potential Job Seekers per Staff Member	No data
Offices	1
Job Seekers and Potential Job Seekers per Office	1,698,673
Square Kilometers per Office	241,550

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	○
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	26.44
Industry	7.30
Agriculture	66.26

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit (No data)
- Contributory Unemployment Insurance (No data)
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation (No data)
- Redundancy Compensation (No data)

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	No data
Employer Profiling	No data

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

United Kingdom

Department for Work and Pensions



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	68,350,000
GDP Per Capital USD (PPP) in Current International Dollars 2023	57,915.49
Unemployment Rate 2023 (percent)	3.984
Male Unemployment Rate 2023 (percent)	4.26
Female Unemployment Rate 2023 (percent)	3.83
Youth Unemployment Rate 2023 (percent)	12.54
Latest Informal Employment Rate (2021 onwards) (percent)	No data
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	1,451.86
Potential Labor Force 2025 (ILO, in thousands)	949.2

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	No data
Job Seekers and Potential Job Seekers per Staff Member	No data
Offices	1
Job Seekers and Potential Job Seekers per Office	2,361,649
Square Kilometers per Office	243,610

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	●
Regional Office (s)	●
Local Office (s)	●
Governance Board	●
Social Partner Representation on Governance Board	None

EMPLOYMENT BY SECTOR (PERCENT)

Services	80.94
Industry	18.06
Agriculture	1.00

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Uruguay

Servicio Público de Empleo (Public Employment Service)



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	3,423,108
GDP Per Capital USD (PPP) in Current International Dollars 2023	34,470.93
Unemployment Rate 2023 (percent)	8.355
Male Unemployment Rate 2023 (percent)	7.41
Female Unemployment Rate 2023 (percent)	9.48
Youth Unemployment Rate 2023 (percent)	26.16
Latest Informal Employment Rate (2021 onwards) (percent)	28.549
Poverty Rate Average over the Last Five Years (percent)	14.6
Unemployment 2024 (ILO modelled estimate, in thousands)	148.5
Potential Labor Force 2024 (ILO, in thousands)	52.1

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Active Labor Market Programs

RESOURCES AND CAPACITY

Staff	68
Job Seekers and Potential Job Seekers per Staff Member	3,128
Offices	26
Job Seekers and Potential Job Seekers per Office	8,182
Square Kilometers per Office	6,777.69

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is a national partnership of a variety of stakeholders

National Head Office	●
Regional Office (s)	●
Local Office (s)	○
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	73.57
Industry	18.06
Agriculture	8.38

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events

Zimbabwe

Department of Employment Services and Promotion



ECONOMIC & SOCIAL CONTEXT

Key Indicators	Latest (Year)
Population 2023	16,665,409
GDP Per Capital USD (PPP) in Current International Dollars 2023	3,820.36
Unemployment Rate 2023 (percent)	8.759
Male Unemployment Rate 2023 (percent)	8.69
Female Unemployment Rate 2023 (percent)	8.82
Youth Unemployment Rate 2023 (percent)	14.29
Latest Informal Employment Rate (2021 onwards) (percent)	88.074
Poverty Rate Average over the Last Five Years (percent)	No data
Unemployment 2024 (ILO modelled estimate, in thousands)	546.30
Potential Labor Force 2024 (ILO, in thousands)	713.5

CORE FUNCTIONS

Core Public Employment Service (PES) Responsibilities

- Advertising vacancies
- Job brokerage
- Labor Market Information
- Active Labor Market Programs
- Migration

RESOURCES AND CAPACITY

Staff	92
Job Seekers and Potential Job Seekers per Staff Member	13,821
Offices	12
Job Seekers and Potential Job Seekers per Office	105,964
Square Kilometers per Office	32,563.33

ORGANIZATIONAL STRUCTURE

The public employment service (PES) is located within a national government ministry (e.g., labor ministry)

National Head Office	○
Regional Office (s)	○
Local Office (s)	●
Governance Board	○
Social Partner Representation on Governance Board	NA

EMPLOYMENT BY SECTOR (PERCENT)

Services	33.64
Industry	13.75
Agriculture	52.61

PASSIVE LABOR MARKET MEASURES

- PES Role in Passive Services (No data)
- Non-contributory Unemployment Benefit
- Contributory Unemployment Insurance
- Social Assistance
- Sickness Benefits
- Bankruptcy Compensation
- Redundancy Compensation

ACTIVE MEASURES PROVIDED OR COORDINATED BY THE PES

- Placement and Related Services
- Training
- Recruitment Incentives
- Sheltered Employment
- Direct Employment Creation
- Self-employment Incentives

PLACEMENT AND RELATED SERVICES

- Vacancy Bank
- Registration of Job Seeker Profiles/CVs
- Skills Assessments
- General Labor Market Advice on Job Opportunities
- Development of Individual Job Seeker Action Plans
- Training Advice
- Help with Searching for and Finding Vacancies
- Help to Apply for Jobs
- Career Guidance Counseling (e.g., longer-term planning)
- Counseling for Health Barriers to Employment
- Job Offers/Active Offers of Vacancies
- Referral to Externally Provided Job Search Training
- Referral to Specialized Placement/Personalized Services
- Jobs Fairs
- Training (Not Related to Job Search)

PROFILING AND PRIORITIZATION

Job Seeker Profiling	●
Employer Profiling	●

Priority Groups

- Young job seekers (aged <25)
- Older job seekers (aged >50)
- Single parents
- Women
- LGBTQ+ job seekers
- Persons with disabilities
- Long-term unemployed
- Low-skilled/ Unqualified workers
- Ethnic minorities/ Indigenous People
- People with addiction problems
- Homeless people or people with housing problems
- Ex-offenders
- Migrant workers
- Workers at risk of redundancy
- Platform Workers

EMPLOYER SERVICES

- Advice on Labor Market Trends
- Employer Access to Frontline Staff
- Personal Recruitment Support
- PES Provides Employer Visits
- Pre-screening of Applicants
- Pre-employment Training for Job Seekers
- Support with Designing Vacancies
- Support with Legal Compliance
- Support for Human Resource Policies and Processes
- Support for Organizing Employer-provided Training
- Support for Managing Redundancies/Organizational Change
- Organizes Job Fairs
- Organizes Speed Meet Events



The World of Public Employment Services 2026

Appendix

Annex A
World Regions

ANNEX TABLE 1 WORLD REGIONS

Africa	The Americas	Europe	Asia-Pacific
• Algeria • Benin • Cameroon • Gabon • Gambia, The • Guinea-Bissau • Mali • Morocco • Niger • Nigeria • Senegal • Togo • Tunisia • Uganda • Zimbabwe	• Bahamas, The • Barbados • Belize • Bolivia • Brazil • Canada • Chile • Colombia • Costa Rica • Dominican Republic • Ecuador • El Salvador • Guatemala • Guyana • Haiti • Honduras • Mexico • Nicaragua • Panama • Paraguay • Peru • Suriname • Trinidad & Tobago • Uruguay	• Albania • Austria • Belgium • Bosnia & Herzegovina • Bulgaria • Croatia • Cyprus • Czechia • Estonia • France • Germany • Hungary • Ireland • Latvia • Lithuania • Moldova • Netherlands • North Macedonia • Poland • Portugal • Romania • Serbia • Slovak Republic • Slovenia • Spain • Sweden • Switzerland • United Kingdom	• Afghanistan • Australia • Azerbaijan • Cambodia • Japan • Kazakhstan • Korea, Rep. of • Türkiye
N=15	N=24	N=28	N=8

Annex B
Sample and Composition of Answers Across Survey Rounds

Looking at the 2024, 2014 and 2011 surveys, the number of participating public employment services grew from the initial 65 to 78 (a 20 percentage point increase). However, several services participated in either one year or the other. Of the potential public employment services to be surveyed in a given region, the Americas had the highest participation rate compared to other world regions, followed closely only by Europe.

ANNEX TABLE 2 SAMPLE AND RESPONSE COMPOSITION BY WORLD REGION

	2024			2014			2011		
Region	Potential Respondents (Gross Sample)	Respondents	Response Rate (In Percent)	Potential Respondents (Gross Sample)	Respondents	Response Rate (In Percent)	Potential Respondents (Gross Sample)	Respondents	Response Rate (In Percent)
Africa	23	12	52.2	19	13	68.4	–	15	–
Americas	29	25	86.2	27	24	88.9	–	6	–
Europe	42	33	78.6	43	25	58.1	–	32	–
Asia & Pacific	12	5	41.7	11	8	72.7	–	7	–
Middle East & North Africa	6	3	50.0	5	3	60,0	–	5	–
Grand Total	112	78	69.6	105	73	69.5	93	65	69.8

Sources: Data for 2024 are from the World of PES Survey, 2024. Data for 2011 and 2014 are from Table B2 in OECD, IDB, and WAPES, 2016, The World of Public Employment Services: Challenges, Capacity and Outlook for Public Employment Services in the New World of Work (https://publications.iadb.org/en/world-public-employment-services).

ANNEX TABLE 3 SURVEY PARTICIPATION OF COUNTRIES/PUBLIC EMPLOYMENT SERVICES, 2024 VS. 2014

Public Employment Services that Participated in Both the 2024 and 2014 Surveys (n=52)	Public Employment Services that Participated Only in the 2024 Survey (n=26)	Public Employment Services that Participated Only in the 2014 Survey (n=22)
• Albania • Algeria • Australia • Austria • Bahamas, The • Barbados • Belgium • Belgium • Belgium • Benin • Bolivia • Brazil • Cambodia • Cameroon • Canada • Chile • Colombia • Costa Rica • Croatia • Czechia • Dominican Republic • Ecuador • El Salvador • France • Gabon • Germany • Guatemala • Guinea-Bissau • Guyana • Honduras • Hungary • Japan • Lithuania • Mexico • Moldova • Morocco • Netherlands • Nicaragua • Niger • Panama • Paraguay • Peru • Serbia • Slovenia • Suriname • Sweden • Switzerland • Togo • Trinidad & Tobago • Türkiye • United Kingdom • Uruguay	• Afghanistan • Azerbaijan • Belize • Bosnia & Herzegovina • Bulgaria • Canada • Cyprus • Estonia • Gambia, The • Haiti • Ireland • Kazakhstan • Korea, Rep. of • Latvia • Mali • Nigeria • North Macedonia • Poland • Portugal • Romania • Senegal • Slovak Republic • Spain • Tunisia • Uganda • Zimbabwe	• Argentina • Armenia • Burkina Faso • Central African Republic • Chad • China • Comoros • Congo, Democratic Republic • Congo, Republic of • Denmark • Finland • Ivory Coast • Jamaica • Macedonia • Mauritania • Philippines • Russia • Thailand • Ukraine • Venezuela • Viet Nam

ANNEX TABLE 4 SURVEY PARTICIPATION OF COUNTRIES/PUBLIC EMPLOYMENT SERVICES, 2024 VS. 2011

Public Employment Services that Participated in Both the 2024 and 2011 Surveys (n=43)	Public Employment Services that Participated Only in the 2024 Survey (n=35)	Public Employment Services that Participated Only in the 2011 Survey (n=22)
• Algeria • Australia • Austria • Belgium • Belgium • Belgium • Benin • Brazil • Bulgaria • Cameroon • Croatia • Cyprus • France • Gabon • Germany • Guinea-Bissau • Ireland • Japan • Korea, Rep. of • Latvia • Lithuania • Mali • Mexico • Moldova • Morocco • Niger • North Macedonia • Peru • Portugal • Romania • Senegal • Serbia • Slovak Republic • Slovenia • Spain • Sweden • Switzerland • Togo • Tunisia • Türkiye • United Kingdom • Uruguay • Zimbabwe	• Afghanistan • Albania • Azerbaijan • Bahamas, The • Barbados • Belize • Bolivia • Bosnia & Herzegovina • Cambodia • Canada • Canada • Chile • Colombia • Costa Rica • Czechia • Dominican Republic • Ecuador • El Salvador • Estonia • Gambia, The • Guatemala • Guyana • Haiti • Honduras • Hungary • Kazakhstan • Netherlands • Nicaragua • Nigeria • Panama • Paraguay • Poland • Suriname • Trinidad & Tobago • Uganda	• Argentina • Armenia • Burkina Faso • Central African Republic • Chad • China • Congo, Democratic Republic • Congo, Republic of • Denmark • Djibouti • Finland • Jamaica • Kenya • Lithuania • Luxemburg • Mauritania • Mongolia • Montenegro • Russia • Thailand • Viet Nam

Annex C
Country Profiles: Sources and Definitions

POPULATION (TOTAL)	
Definition	Total population is based on the de facto definition of population, which counts all residents regardless of legal status or citizenship, except for refugees not permanently settled in the country of asylum. They are generally considered part of the population of their country of origin. The values shown are mid-year estimates.
Sources	(1) United Nations Population Division, World Population Prospects: 2022 Revision; (2) Statistical databases and publications from national statistical offices; (3) Eurostat: Demographic Statistics; and (4) United Nations Statistics Division, Population and Vital Statistics Report (various years).

POVERTY RATE	
Definition	The national poverty headcount ratio is the percentage of the population living below the national poverty line(s). National estimates are based on population-weighted subgroup estimates from household surveys. For economies for which the data are from the European Union Statistics on Income and Living Conditions (EU-SILC), the reported year is the income reference year, which is the year before the survey year.
Source	World Bank, Poverty and Inequality Platform. Data are compiled from official government sources or are computed by World Bank staff using national (i.e., country-specific) poverty lines.

GDP PER CAPITA	
Definition	GDP per capita is gross domestic product divided by mid-year population. This indicator provides per capita values for GDP expressed in current international dollars converted by the purchasing power parity (PPP) conversion factor.
Sources	International Comparison Program; World Bank, World Development Indicators database; and World Bank | Eurostat-Organisation for Economic Co-operation and Development Purchasing Power Parities Programme.

UNEMPLOYMENT BY SEX AND AGE	
Definition	The unemployed comprise all persons of working age who were: a) without work during the reference period (i.e., were not in paid employment or self-employment); b) currently available for paid employment or self-employment during the reference period; and c) actively seeking work by having taken specific steps in a specified recent period to seek paid employment or self-employment.
Sources	International Labour Organization, ILO Modelled Estimates and Projections database (ILOEST); and ILOSTAT, https://ilostat.ilo.org/data/ (accessed June 18, 2024).

TOTAL UNEMPLOYMENT RATE	
Definition	The unemployment rate refers to the share of the labor force that is without work but available for and seeking employment.
Sources	International Labour Organization, Labour Force Statistics database (LFS); and ILOSTAT, https://ilostat.ilo.org/data/ (accessed October 16, 2024).

FEMALE UNEMPLOYMENT RATE (PERCENT OF THE FEMALE LABOR FORCE)	
Definition	Female unemployment (percent of female labor force).
Source	International Labour Organization, ILO Modelled Estimates and Projections database (ILOEST), https://ilostat.ilo.org/data/ (accessed June 18, 2024).

MALE UNEMPLOYMENT RATE (PERCENT OF THE MALE LABOR FORCE)	
Definition	Male unemployment (percent of male labor force).
Source	International Labour Organization, ILO Modelled Estimates and Projections database (ILOEST), https://ilostat.ilo.org/data/ (accessed June 18, 2024).

YOUTH UNEMPLOYMENT RATE (PERCENT OF THE YOUTH LABOR FORCE)	
Definition	Share of the labor force ages 15-24 without work but available for and seeking employment.
Source	International Labour Organization, ILO Modelled Estimates and Projections database (ILOEST), https://ilostat.ilo.org/data/ (accessed June 18, 2024).

UNEMPLOYMENT RATE, MALE YOUTH (PERCENT OF MALE LABOR FORCE AGES 15-24)	
Definition	Unemployment, youth male (percent of male labor force ages 15-24).
Source	International Labour Organization, ILO Modelled Estimates and Projections database (ILOEST), https://ilostat.ilo.org/data/ (accessed June 18, 2024).

UNEMPLOYMENT RATE, FEMALE YOUTH (PERCENT OF FEMALE LABOR FORCE AGES 15-24)	
Definition	Unemployment, youth female (percent of female labor force ages 15-24).
Source	International Labour Organization, ILO Modelled Estimates and Projections database (ILOEST), https://ilostat.ilo.org/data/ (accessed June 18, 2024).

INFORMAL EMPLOYMENT RATE (Percent of Total Employment)	
Definition	The informal employment rate is the share of persons who are in informal employment as a percent of total employment. Informal employment comprises persons who in their main or secondary jobs were: a) own-account workers, employers and members of producers' cooperatives employed in their own informal sector enterprises; b) own-account workers engaged in the production of goods exclusively for own final use by their household (e.g. subsistence farming); c) contributing family workers, regardless of whether they work in formal or informal sector enterprises; or d) employees holding informal jobs, whether employed by formal sector enterprises, informal sector enterprises, or as paid domestic workers by households.
Source	International Labour Organization, Labour Force Statistics database (LFS), https://ilostat.ilo.org/data/ (accessed June 18, 2024).

POTENTIAL LABOUR FORCE	
Definition	The potential labour force refers to persons not in employment who express an interest in this form of work but for whom existing conditions limit their active job search and/or their availability.
Source	International Labour Organization. The identifier (id) of the Potential Labour Force indicator is EIP_WPLF_SEX_AGE_NB_A (Potential labour force by sex and age (thousands), Annual) (Link to the potential labour force series: https://rshiny.ilo.org/dataexplorer75/?lang=en&segment=indicator&id=EIP_WPLF_SEX_AGE_NB_A).

EMPLOYMENT IN AGRICULTURE (Percent of Total Employment)	
Definition	Employment is defined as persons of working age who were engaged in any activity to produce goods or provide services for pay or profit, whether at a work during the reference period or not at work due to temporary absence from a job, or to working-time arrangement. The agriculture sector consists of activities in agriculture, hunting, forestry and fishing, in accordance with division 1 (ISIC 2) or categories A-B (ISIC 3) or category A (ISIC 4).
Source	International Labour Organization, ILO Modelled Estimates Database (ILOSTAT), https://ilostat.ilo.org/data/ (accessed February 7, 2024).

EMPLOYMENT IN INDUSTRY (Percent of Total Employment)	
Definition	Employment is defined as persons of working age who were engaged in any activity to produce goods or provide services for pay or profit, whether at a work during the reference period or not at work due to temporary absence from a job, or to working-time arrangement. The industry sector consists of mining and quarrying, manufacturing, construction, and public utilities (electricity, gas, and water), in accordance with divisions 2-5 (ISIC 2) or categories C-F (ISIC 3) or categories B-F (ISIC 4).
Source	International Labour Organization, ILO Modelled Estimates Database (ILOSTAT), https://ilostat.ilo.org/data/ (accessed February 7, 2024).

EMPLOYMENT IN SERVICES (PERCENT OF TOTAL EMPLOYMENT)	
Definition	Employment is defined as persons of working age who were engaged in any activity to produce goods or provide services for pay or profit, whether at a work during the reference period or not at work due to temporary absence from a job, or to working-time arrangement. The services sector consists of wholesale and retail trade and restaurants and hotels; transport, storage, and communications; financing, insurance, real estate, and business services; and community, social, and personal services, in accordance with divisions 6-9 (ISIC 2) or categories G-Q (ISIC 3) or categories G-U (ISIC 4).
Source	International Labour Organization, ILO Modelled Estimates Database (ILOSTAT), https://ilostat.ilo.org/data/ (accessed February 7, 2024).

LAND AREA	
Definition	Surface area is a country's total area, including areas under inland bodies of water and some coastal waterways.
Source	Food and Agriculture Organization, electronic files and web site.

SQUARE KILOMETERS PER OFFICE	
Definition	Square kilometers per office is defined as the division of the country's total area, including areas under inland bodies of water and some coastal waterways, by the total number of public employment service (PES) offices.
Source	Food and Agriculture Organization, electronic files and web site and World of Public Employment Services Survey (2024).

FEATURES OF THE PUBLIC EMPLOYMENT SERVICE PROFILES	
Source	The information in the remaining sections is compiled based on data from the World Association of Public Employment Services-IDB 2024 Surveys. [Questions 3.3, 3.4, 3.6, 4.1, 4.2, 4.4, 4.9, 4.11, 4.12, 4.13, 4.14, 4.15, 4.16, 4.17, 4.21, 4.23, 4.24, 6.8,]

Annex D
Responses Regarding Service Provision by Country/ World Region

ANNEX TABLE 5 WHICH FUNCTIONS ARE THE RESPONSIBILITY OF THE PUBLIC EMPLOYMENT SERVICE?

	Job Brokerage/ Job Placement	Labor Market/ Information Statistics	Active labour market policies	Labor Migration	Other Measures	Unemployment Benefits (Non-contributory)	Unemployment Insurance (Contributory)	Social Assistance Benefits	Sickness of Disability Benefits	Bankruptcy Benefits Or Compensation	Redundancy Benefits Or Compensation
AFRICA											
Algeria	●	●	●	●		●					
Benin	●	●	●	●							
Cameroon	●	●	●	●	●						
Gabon	●	●	●	●		●					●
Gambia	●	●	●	●							
Guinea-Bissau	●			●		●					●
Mali	●	●	●	●	●						
Morocco	●	●	●								●
Niger	●	●	●	●							
Nigeria	●	●	●	●				●			
Senegal	●	●	●	●							
Togo	●	●	●	●					●		
Tunisia		●	●	●							●
Uganda	●	●	●	●							
Zimbabwe	●	●	●	●							
THE AMERICAS											
Bahamas, The	●										
Barbados	●		●	●							
Belize	●										
Bolivia	●	●	●	●					●		
Brazil	●	●	●			●					
Canada	●	●	●								
Canada (Quebec Region)	●	●	●								
Chile	●	●	●				●				

	Job Brokerage/ Job Placement	Labor Market/ Information Statistics	Active labour market policies	Labor Migration	Other Measures	Unemployment Benefits (Non-contributory)	Unemployment Insurance (Contributory)	Social Assistance Benefits	Sickness of Disability Benefits	Bankruptcy Benefits Or Compensation	Redundancy Benefits Or Compensation
Colombia	●	●	●	●							
Costa Rica	●	●	●	●		●		●			
Dominican Republic	●	●	●								
Ecuador	●	●	●	●	●						
El Salvador	●	●	●	●							
Guatemala	●	●		●							
Guyana											
Haiti	●					●	●				
Honduras	●		●	●							
Mexico	●	●	●	●	●						
Nicaragua	●	●	●								
Panama	●	●	●	●							
Paraguay	●	●	●	●							
Peru	●	●	●	●							
Suriname	●										
Trinidad & Tobago	●	●	●	●							
Uruguay	●		●		●						
EUROPE											
Albania	●	●	●	●		●		●		●	
Austria	●	●	●	●			●				
Belgium (Brussels-Capital Region)	●	●	●			●	●				
Belgium (Flemish Region)	●	●	●	●		●					
Belgium (Walloon Region)	●	●	●	●		●	●		●		
Bosnia & Herzegovina	●	●	●	●		●	●				●
Bulgaria	●	●	●	●		●		●	●		
Croatia	●	●	●	●	●						
Cyprus	●	●	●			●		●			
Czechia	●	●	●	●			●	●		●	
Estonia	●	●	●			●	●		●	●	●
France	●	●	●			●	●	●			
Germany	●	●	●	●		●	●	●			

	Job Brokerage/ Job Placement	Labor Market/ Information Statistics	Active labour market policies	Labor Migration	Other Measures	Unemployment Benefits (Non-contributory)	Unemployment Insurance (Contributory)	Social Assistance Benefits	Sickness of Disability Benefits	Bankruptcy Benefits Or Compensation	Redundancy Benefits Or Compensation
Hungary	●	●	●	●		●	●	●			
Ireland	●	●	●	●		●	●				
Latvia	●	●	●			●					
Lithuania	●	●	●	●	●	●	●	●			
Moldova	●	●	●	●	●	●					
Netherlands	●	●	●	●			●		●	●	
North Macedonia	●	●	●	●		●	●				
Poland	●	●	●	●		●	●				
Portugal	●	●	●	●	●	●		●			
Romania	●	●	●	●		●	●			●	
Serbia	●	●	●	●		●	●				
Slovak Republic	●		●	●				●			
Slovenia	●	●	●	●		●	●	●	●	●	
Spain	●	●	●			●	●				
Sweden	●	●	●			●					
Switzerland	●	●	●	●	●	●	●			●	
United Kingdom	●	●	●			●	●	●	●		
ASIA-PACIFIC											
Afghanistan	●	●	●	●							
Australia	●		●			●					●
Azerbaijan	●	●	●	●	●		●			●	●
Cambodia	●	●	●	●							
Japan	●	●	●	●			●				
Kazakhstan	●	●	●	●			●	●			
Korea, Rep. of	●	●	●			●	●	●			
Türkiye	●	●	●	●			●			●	

Note: An ● represents a YES in the response.

ANNEX TABLE 6 WHICH OF THE FOLLOWING SERVICES DOES THE PUBLIC EMPLOYMENT SERVICE PROVIDE TO JOB SEEKERS?

	Placement and Related Services		Digital/Online Services			
	Vacancy Bank	Job Offers/ Active Offer of Vacancies	Vacancy Bank	Vacancy Follow Up/ Submission	Automated Matching of Job Seeker to Vacancies	Automated Notification of Vacancy Matches (e.g., by text message or email)
AFRICA						
Algeria		●	●	●	●	●
Benin	●	●	●	●	●	
Cameroon	●	●	●	●		●
Gabon	●	●	●	●	●	
Gambia		●				
Guinea-Bissau						
Mali	●	●	●			
Morocco	●	●	●	●		
Niger	●	●	●	●		
Nigeria		●				
Senegal	●	●	●	●		●
Togo	●	●	●	●		
Tunisia	●	●	●	●	●	●
Uganda	●	●	●	●	●	●
Zimbabwe	●	●				
THE AMERICAS						
Bahamas, The	●	●	●	●		
Barbados	●	●		●		
Belize		●				
Bolivia	●	●				
Brazil	●	●	●	●	●	●
Canada	●	●	●	●	●	●
Canada (Quebec Region)	●	●	●	●	●	
Chile	●	●	●		●	
Colombia	●	●	●	●	●	
Costa Rica	●	●	●	●	●	●
Dominican Republic	●	●	●		●	
Ecuador	●	●	●	●		
El Salvador	●	●	●	●	●	●
Guatemala	●	●	●	●		

	Placement and Related Services		Digital/Online Services			
	Vacancy Bank	Job Offers/ Active Offer of Vacancies	Vacancy Bank	Vacancy Follow Up/ Submission	Automated Matching of Job Seeker to Vacancies	Automated Notification of Vacancy Matches (e.g., by text message or email)
Guyana	●	●		●	●	●
Haiti		●				
Honduras	●	●	●	●		
Mexico	●	●	●	●	●	●
Nicaragua	●	●				
Panama	●	●	●	●		
Paraguay	●		●			
Peru	●	●	●			●
Suriname	●	●		●		
Trinidad & Tobago	●	●				
Uruguay	●	●	●			
EUROPE						
Albania	●	●	●			●
Austria	●	●	●	●	●	
Belgium (Brussels-Capital Region)	●	●	●	●	●	●
Belgium (Flemish Region)	●	●	●	●	●	●
Belgium (Walloon Region)	●	●	●	●	●	
Bosnia & Herzegovina	●	●	●			
Bulgaria	●	●	●		●	
Croatia		●	●			
Cyprus	●	●	●	●	●	
Czechia	●	●	●			
Estonia	●	●	●	●	●	●
France	●	●	●	●	●	●
Germany	●	●	●			
Hungary	●	●	●		●	
Ireland	●	●	●	●	●	●
Latvia	●	●	●	●	●	●
Lithuania	●	●	●	●		●
Moldova	●	●	●			
Netherlands	●	●	●	●	●	●

	Placement and Related Services		Digital/Online Services			
	Vacancy Bank	Job Offers/ Active Offer of Vacancies	Vacancy Bank	Vacancy Follow Up/ Submission	Automated Matching of Job Seeker to Vacancies	Automated Notification of Vacancy Matches (e.g., by text message or email)
North Macedonia	●	●	●	●	●	●
Poland	●	●	●	●		
Portugal	●	●	●	●		●
Romania	●	●	●	●		
Serbia	●	●			●	●
Slovak Republic	●	●	●	●	●	
Slovenia	●	●	●	●		
Spain		●		●		
Sweden	●	●	●	●	●	●
Switzerland	●	●	●			●
United Kingdom						
ASIA-PACIFIC						
Afghanistan	●	●	●	●	●	●
Australia		●			●	●
Azerbaijan	●	●		●	●	●
Cambodia	●	●	●		●	
Japan	●	●	●			
Kazakhstan	●	●	●	●	●	●
Korea, Rep. of			●	●	●	●
Türkiye	●	●	●	●	●	●

Note: An ● represents a YES in the response.

ANNEX TABLE 7 WHAT TYPE OF PROFILING SYSTEM DOES THE PUBLIC EMPLOYMENT SERVICE USE?

	Statistical Model to Calculate a Job Seeker's Chances of Labor Market Entry	Staff Group Job Seekers Based on Judgment of their Chances of Labor Market Entry	Staff Group Job Seekers Based on a Rules-based System	Staff Group Job Seekers Based on a Mixed System of Rules and Judgment	A Vocational Psychologist Assesses Job or Training Opportunities for Individual Job Seekers	A Computer Program Groups Job Seekers Based on Their Chances of Labor Market Entry with Some Staff Input or Override	A Computer Program Groups Job Seekers Based on Their Chances of Labor Market Entry with No Staff Input	Other
AFRICA								
Algeria			●					
Benin			●					
Cameroon						●		
Gabon								
Gambia								
Guinea-Bissau	●							
Mali								
Morocco						●		
Niger							●	
Nigeria						●		
Senegal		●						
Togo					●			
Tunisia								●
Uganda								
Zimbabwe	●							
THE AMERICAS								
Bahamas, The								●
Barbados								●
Belize								
Bolivia						●		
Brazil			●					
Canada								●
Canada (Quebec Region)								●
Chile								
Colombia								●
Costa Rica							●	
Dominican Republic						●		

	Statistical Model to Calculate a Job Seeker's Chances of Labor Market Entry	Staff Group Job Seekers Based on Judgment of their Chances of Labor Market Entry	Staff Group Job Seekers Based on a Rules-based System	Staff Group Job Seekers Based on a Mixed System of Rules and Judgment	A Vocational Psychologist Assesses Job or Training Opportunities for Individual Job Seekers	A Computer Program Groups Job Seekers Based on Their Chances of Labor Market Entry with Some Staff Input or Override	A Computer Program Groups Job Seekers Based on Their Chances of Labor Market Entry with No Staff Input	Other
Ecuador		●						
El Salvador						●		
Guatemala								
Guyana								
Haiti								
Honduras								
Mexico						●		
Nicaragua						●		
Panama								
Paraguay				●				
Peru			●					
Suriname								
Trinidad & Tobago								
Uruguay				●				
EUROPE								
Albania							●	
Austria		●						
Belgium (Brussels-Capital Region)				●				
Belgium (Flemish Region)							●	
Belgium (Walloon Region)							●	
Bosnia & Herzegovina								
Bulgaria			●					
Croatia	●							
Cyprus				●				
Czechia								
Estonia	●							
France								
Germany								●
Hungary			●					
Ireland	●							

	Statistical Model to Calculate a Job Seeker's Chances of Labor Market Entry	Staff Group Job Seekers Based on Judgment of their Chances of Labor Market Entry	Staff Group Job Seekers Based on a Rules-based System	Staff Group Job Seekers Based on a Mixed System of Rules and Judgment	A Vocational Psychologist Assesses Job or Training Opportunities for Individual Job Seekers	A Computer Program Groups Job Seekers Based on Their Chances of Labor Market Entry with Some Staff Input or Override	A Computer Program Groups Job Seekers Based on Their Chances of Labor Market Entry with No Staff Input	Other
Latvia			●					
Lithuania	●							
Moldova	●							
Netherlands	●							
North Macedonia						●		
Poland								
Portugal								●
Romania						●		
Serbia				●				
Slovak Republic								●
Slovenia		●						
Spain								●
Sweden								●
Switzerland								
United Kingdom			●					
ASIA-PACIFIC								
Afghanistan								
Australia								●
Azerbaijan	●							
Cambodia								
Japan					●			
Kazakhstan		●						
Korea, Rep. of								
Türkiye								

Note: An ● represents a YES in the response.

ANNEX TABLE 8 WHICH OF THE FOLLOWING JOB SEARCH SUPPORT SERVICES DOES THE PUBLIC EMPLOYMENT SERVICE PROVIDE TO JOB SEEKERS?

	General Labor Market Advice on Job Opportunities	Development of Individual Job Seeker Action Plans	Personal Job Search Assistance: Searching and Finding Vacancies	Referral to Externally Provided Job Search Training	Referral to Specialized Placement Agencies / Providers for Personalized Services
AFRICA					
Algeria			●	●	
Benin	●	●	●	●	●
Cameroon	●	●	●	●	●
Gabon	●	●	●		
Gambia	●	●	●	●	
Guinea-Bissau					
Mali	●	●	●	●	●
Morocco	●	●	●	●	
Niger	●		●	●	●
Nigeria	●		●	●	●
Senegal	●	●	●	●	●
Togo	●	●	●	●	
Tunisia	●	●	●		
Uganda	●	●	●	●	●
Zimbabwe	●	●			
THE AMERICAS					
Bahamas, The	●		●	●	
Barbados	●	●	●		
Belize	●		●	●	●
Bolivia	●		●	●	
Brazil	●				
Canada	●	●	●	●	●
Canada (Quebec Region)	●	●	●	●	●
Chile	●	●	●	●	
Colombia	●	●	●	●	
Costa Rica	●	●	●	●	
Dominican Republic	●		●		
Ecuador	●		●	●	
El Salvador	●	●	●	●	●
Guatemala	●		●		
Guyana		●	●		●

	General Labor Market Advice on Job Opportunities	Development of Individual Job Seeker Action Plans	Personal Job Search Assistance: Searching and Finding Vacancies	Referral to Externally Provided Job Search Training	Referral to Specialized Placement Agencies / Providers for Personalized Services
Haiti	●		●		
Honduras	●	●	●	●	●
Mexico	●	●	●	●	●
Nicaragua	●		●		
Panama	●	●	●	●	
Paraguay			●		
Peru			●		
Suriname			●	●	
Trinidad & Tobago	●	●	●		
Uruguay	●	●			●
EUROPE					
Albania	●	●	●		
Austria	●	●	●	●	
Belgium (Brussels-Capital Region)	●	●	●	●	●
Belgium (Flemish Region)	●	●	●	●	●
Belgium (Walloon Region)	●	●	●	●	●
Bosnia & Herzegovina	●	●	●	●	
Bulgaria	●	●	●	●	
Croatia	●	●	●	●	
Cyprus	●	●	●		
Czechia	●	●	●		
Estonia	●	●	●		
France	●	●	●	●	●
Germany	●	●	●	●	●
Hungary	●	●	●		●
Ireland	●	●	●	●	●
Latvia	●	●	●		
Lithuania	●	●	●		
Moldova	●	●	●	●	●
Netherlands	●	●	●	●	●
North Macedonia	●	●	●		
Poland	●	●	●	●	●
Portugal	●	●	●		

	General Labor Market Advice on Job Opportunities	Development of Individual Job Seeker Action Plans	Personal Job Search Assistance: Searching and Finding Vacancies	Referral to Externally Provided Job Search Training	Referral to Specialized Placement Agencies / Providers for Personalized Services
Romania	●	●	●		
Serbia	●	●	●		
Slovak Republic	●	●	●	●	●
Slovenia	●	●	●	●	
Spain	●	●	●	●	
Sweden	●	●	●	●	●
Switzerland	●	●	●	●	●
United Kingdom	●	●	●	●	●
ASIA-PACIFIC					
Afghanistan	●		●		
Australia	●		●	●	●
Azerbaijan	●	●	●	●	●
Cambodia	●	●	●		
Japan	●	●	●		
Kazakhstan	●		●		
Korea, Rep. of					
Türkiye	●	●	●	●	●

Note: An ● represents a YES in the response.

ANNEX TABLE 9 WHICH OF THE FOLLOWING SERVICES DOES THE PUBLIC EMPLOYMENT SERVICE PROVIDE TO EMPLOYERS FOR REGISTRATION OF OPEN VACANCIES?

	Services	Digital/Online Services	
	Support with Designing Vacancies or Vacancy Information	Registration of Single Vacancies	Registration of Multiple Vacancies
AFRICA			
Algeria	●	●	●
Benin	●	●	●
Cameroon	●	●	●
Gabon	●	●	●
Gambia			
Guinea-Bissau		●	
Mali	●	●	●
Morocco	●	●	●
Niger	●	●	●
Nigeria	●		●
Senegal	●	●	●
Togo	●	●	●
Tunisia		●	●
Uganda		●	●
Zimbabwe			
THE AMERICAS			
Bahamas, The	●	●	●
Barbados	●	●	●
Belize	●		
Bolivia	●	●	
Brazil	●	●	●
Canada	●	●	●
Canada (Quebec Region)	●	●	●
Chile	●	●	●
Colombia	●	●	●
Costa Rica	●	●	●
Dominican Republic	●	●	●
Ecuador	●	●	●
El Salvador	●	●	●
Guatemala	●	●	●
Guyana		●	●

	Services	Digital/Online Services	
	Support with Designing Vacancies or Vacancy Information	Registration of Single Vacancies	Registration of Multiple Vacancies
Haiti			
Honduras	●	●	●
Mexico	●	●	●
Nicaragua	●		
Panama	●	●	●
Paraguay	●	●	●
Peru	●	●	
Suriname	●	●	●
Trinidad & Tobago			
Uruguay	●	●	●
EUROPE			
Albania	●	●	●
Austria	●	●	●
Belgium (Brussels-Capital Region)	●	●	●
Belgium (Flemish Region)	●	●	●
Belgium (Walloon Region)	●	●	●
Bosnia & Herzegovina	●	●	●
Bulgaria	●	●	●
Croatia	●	●	●
Cyprus		●	●
Czechia		●	●
Estonia	●	●	●
France	●	●	●
Germany	●	●	●
Hungary	●	●	
Ireland	●	●	●
Latvia	●	●	●
Lithuania		●	●
Moldova	●	●	●
Netherlands	●	●	●
North Macedonia		●	●
Poland	●	●	●
Portugal	●	●	●

	Services	Digital/Online Services	
	Support with Designing Vacancies or Vacancy Information	Registration of Single Vacancies	Registration of Multiple Vacancies
Romania	●	●	●
Serbia	●	●	●
Slovak Republic	●	●	●
Slovenia	●	●	●
Spain		●	
Sweden	●	●	●
Switzerland		●	●
United Kingdom	●		
ASIA-PACIFIC			
Afghanistan		●	●
Australia	●	●	●
Azerbaijan	●		●
Cambodia	●		●
Japan		●	●
Kazakhstan	●	●	●
Korea, Rep. of			●
Türkiye	●	●	●

Note: An ● represents a YES in the response.

ANNEX TABLE 10 WHICH OF THE FOLLOWING SERVICES DOES THE PUBLIC EMPLOYMENT SERVICE PROVIDE TO EMPLOYERS TO SHARE INFORMATION ABOUT APPLICANTS?

	Services	Digital/Online Services		
	Employer Access to Dedicated Frontline Staff Working with Job Seekers	General Access to Job Seeker Profiles	Access to Matched Job Seeker Profiles	Option to Have Job Seekers Apply Directly to Employer
AFRICA				
Algeria		●		●
Benin	●			●
Cameroon	●	●	●	●
Gabon	●	●	●	●
Gambia				
Guinea-Bissau				
Mali	●			
Morocco	●			
Niger	●	●	●	●
Nigeria	●	●	●	
Senegal			●	●
Togo				
Tunisia		●	●	●
Uganda		●	●	●
Zimbabwe	●			
THE AMERICAS				
Bahamas, The	●	●		
Barbados	●	●		
Belize	●			
Bolivia				
Brazil		●	●	●
Canada		●	●	●
Canada (Quebec Region)			●	●
Chile	●	●	●	
Colombia		●	●	●
Costa Rica		●	●	
Dominican Republic	●			●
Ecuador	●			
El Salvador	●	●	●	●
Guatemala		●	●	●

	Services	Digital/Online Services		
	Employer Access to Dedicated Frontline Staff Working with Job Seekers	General Access to Job Seeker Profiles	Access to Matched Job Seeker Profiles	Option to Have Job Seekers Apply Directly to Employer
Guyana	●		●	●
Haiti	●			
Honduras	●		●	
Mexico	●	●	●	●
Nicaragua				
Panama		●	●	●
Paraguay	●	●		
Peru		●	●	●
Suriname	●			
Trinidad & Tobago	●			
Uruguay		●	●	
EUROPE				
Albania				●
Austria			●	●
Belgium (Brussels-Capital Region)	●		●	●
Belgium (Flemish Region)	●	●	●	●
Belgium (Walloon Region)		●	●	●
Bosnia & Herzegovina	●			
Bulgaria	●		●	
Croatia	●	●		●
Cyprus		●	●	●
Czechia		●		
Estonia			●	●
France	●		●	●
Germany	●	●	●	
Hungary	●			
Ireland	●			●
Latvia			●	●
Lithuania	●	●		
Moldova		●		●
Netherlands	●	●	●	●
North Macedonia	●	●	●	●

	Services	Digital/Online Services		
	Employer Access to Dedicated Frontline Staff Working with Job Seekers	General Access to Job Seeker Profiles	Access to Matched Job Seeker Profiles	Option to Have Job Seekers Apply Directly to Employer
Poland	●			●
Portugal	●	●	●	●
Romania	●	●		
Serbia	●		●	●
Slovak Republic	●	●	●	●
Slovenia	●	●	●	●
Spain		●		
Sweden		●	●	●
Switzerland	●		●	●
United Kingdom	●			●
ASIA-PACIFIC				
Afghanistan		●	●	●
Australia	●	●	●	●
Azerbaijan	●		●	
Cambodia				●
Japan				
Kazakhstan	●	●	●	●
Korea, Rep. of				●
Türkiye	●		●	

Note: An ● represents a YES in the response.

ANNEX TABLE 11 WHICH PUBLIC EMPLOYMENT SERVICE OFFER PERSONNEL RECRUITMENT SUPPORT TO EMPLOYERS?

	Services Personnel Recruitment Support
AFRICA	
Algeria	●
Benin	●
Cameroon	●
Gabon	●
Gambia	●
Guinea-Bissau	
Mali	●
Morocco	
Niger	●
Nigeria	●
Senegal	●
Togo	●
Tunisia	
Uganda	●
Zimbabwe	●
THE AMERICAS	
Bahamas, The	●
Barbados	●
Belize	●
Bolivia	●
Brazil	●
Canada	
Canada (Quebec Region)	●
Chile	●
Colombia	
Costa Rica	
Dominican Republic	●
Ecuador	●
El Salvador	●
Guatemala	

	Services Personnel Recruitment Support
Guyana	
Haiti	●
Honduras	●
Mexico	●
Nicaragua	
Panama	●
Paraguay	
Peru	●
Suriname	●
Trinidad & Tobago	●
Uruguay	●
EUROPE	
Albania	
Austria	●
Belgium (Brussels-Capital Region)	●
Belgium (Flemish Region)	●
Belgium (Walloon Region)	●
Bosnia & Herzegovina	●
Bulgaria	●
Croatia	●
Cyprus	
Czechia	
Estonia	●
France	●
Germany	●
Hungary	●
Ireland	●
Latvia	●
Lithuania	●
Moldova	●
Netherlands	●
North Macedonia	●
Poland	●
Portugal	●

	Services Personnel Recruitment Support
Romania	●
Serbia	
Slovak Republic	●
Slovenia	●
Spain	●
Sweden	●
Switzerland	●
United Kingdom	●
ASIA-PACIFIC	
Afghanistan	●
Australia	●
Azerbaijan	
Cambodia	
Japan	●
Kazakhstan	●
Korea, Rep. of	
Türkiye	●

Note: An ● represents a YES in the response.

ANNEX TABLE 12A WHICH OF THE FOLLOWING SERVICES DOES THE PUBLIC EMPLOYMENT SERVICE PROVIDE TO EMPLOYERS?

	Advice on Labor Market Trends	Employer Visits	Pre-screening of Applicants by Public Employment Services Staff	Pre-employment Training for Job Seekers to Meet Employers' Specific Needs	Support with Legal Compliance	Support with Human Resource Policies and Processes	Support with Organizing Employer-Provided Training
AFRICA							
Algeria		●	●		●	●	●
Benin		●	●	●			
Cameroon	●	●	●	●	●	●	●
Gabon	●	●	●				
Gambia		●	●	●	●	●	
Guinea-Bissau	●						
Mali	●	●	●	●	●	●	●
Morocco	●	●	●	●			●
Niger	●	●	●	●	●	●	●
Nigeria	●	●	●	●		●	●
Senegal		●	●	●			
Togo	●	●	●	●		●	
Tunisia							
Uganda	●	●	●				
Zimbabwe			●	●			
AMERICA							
Bahamas, The		●	●				
Barbados	●	●	●	●			●
Belize		●	●	●	●	●	●
Bolivia		●	●	●	●		●
Brazil		●					
Canada	●		●			●	
Canada (Quebec Region)	●			●	●	●	●
Chile	●	●	●	●	●		●
Colombia	●	●	●				
Costa Rica	●			●			
Dominican Republic		●	●	●			
Ecuador		●	●	●			
El Salvador	●	●	●	●	●		

	Advice on Labor Market Trends	Employer Visits	Pre-screening of Applicants by Public Employment Services Staff	Pre-employment Training for Job Seekers to Meet Employers' Specific Needs	Support with Legal Compliance	Support with Human Resource Policies and Processes	Support with Organizing Employer-Provided Training
Guatemala		●	●				
Guyana							
Haiti	●	●			●	●	
Honduras		●	●	●			
Mexico	●	●	●	●	●	●	
Nicaragua	●	●	●		●		
Panama	●	●	●		●		
Paraguay		●	●				
Peru		●	●				
Suriname		●	●	●	●		
Trinidad & Tobago		●	●				
Uruguay			●		●		
EUROPE							
Albania	●		●	●	●		●
Austria	●	●	●	●	●	●	●
Belgium (Brussels-Capital Region)	●		●	●			
Belgium (Flemish Region)	●	●	●	●			●
Belgium (Walloon Region)	●	●	●	●	●		●
Bosnia & Herzegovina	●	●		●			
Bulgaria	●	●	●	●	●		
Croatia	●	●	●			●	
Cyprus	●				●		
Czechia							
Estonia	●	●	●	●			●
France	●	●	●	●			●
Germany	●	●	●			●	
Hungary	●	●	●	●			
Ireland		●	●				●
Latvia	●	●					●
Lithuania	●	●	●				
Moldova	●	●	●	●	●		

	Advice on Labor Market Trends	Employer Visits	Pre-screening of Applicants by Public Employment Services Staff	Pre-employment Training for Job Seekers to Meet Employers' Specific Needs	Support with Legal Compliance	Support with Human Resource Policies and Processes	Support with Organizing Employer-Provided Training
Netherlands	●	●	●				
North Macedonia	●	●	●	●	●		●
Poland	●	●	●		●		
Portugal		●	●	●	●		●
Romania	●	●			●		●
Serbia	●	●	●	●			●
Slovak Republic	●	●	●	●			
Slovenia	●	●	●	●			
Spain	●		●	●	●		●
Sweden	●	●		●			
Switzerland	●		●	●			
United Kingdom		●		●			
ASIA-PACIFIC							
Afghanistan						●	●
Australia	●	●	●	●		●	
Azerbaijan	●		●	●	●		●
Cambodia	●		●	●			
Japan		●	●	●			
Kazakhstan	●	●	●	●	●		
Korea, Rep. of							
Türkiye	●	●	●	●	●	●	●

Note: An ● represents a YES in the response.

ANNEX TABLE 12A (CONTINUED) WHICH OF THE FOLLOWING SERVICES DOES THE PUBLIC EMPLOYMENT SERVICE PROVIDE TO EMPLOYERS?

	Support with Managing Redundancies or Organizational Change	Organizing Job Fairs	Organizing Speed Meet Events	Other
AFRICA				
Algeria		●		
Benin		●		
Cameroon	●	●	●	
Gabon	●	●	●	
Gambia		●		
Guinea-Bissau				
Mali	●	●	●	
Morocco		●	●	
Niger		●		
Nigeria		●	●	
Senegal		●	●	
Togo		●		
Tunisia				●
Uganda		●		
Zimbabwe		●		
THE AMERICAS				
Bahamas, The		●		
Barbados		●		
Belize	●	●		
Bolivia		●		
Brazil		●		
Canada				●
Canada (Quebec Region)	●	●		
Chile	●	●		
Colombia		●	●	●
Costa Rica		●		
Dominican Republic		●		●
Ecuador		●	●	
El Salvador		●	●	
Guatemala		●		
Guyana		●		
Haiti	●			

	Support with Managing Redundancies or Organizational Change	Organizing Job Fairs	Organizing Speed Meet Events	Other
Honduras		●	●	
Mexico		●	●	●
Nicaragua		●	●	
Panama		●	●	
Paraguay		●		
Peru		●		
Suriname				
Trinidad & Tobago				
Uruguay		●		
EUROPE				
Albania		●	●	
Austria	●	●		
Belgium (Brussels - Capital Region)		●	●	
Belgium (Flemish Region)	●	●	●	
Belgium (Walloon Region)	●	●	●	
Bosnia & Herzegovina		●		
Bulgaria	●	●		
Croatia	●	●	●	
Cyprus		●		
Czechia				
Estonia	●	●	●	●
France		●	●	
Germany		●	●	●
Hungary	●	●		
Ireland		●		●
Latvia	●	●		
Lithuania		●		
Moldova	●	●		
Netherlands		●	●	●
North Macedonia		●		
Poland		●	●	
Portugal		●		
Romania	●	●		
Serbia		●	●	

	Support with Managing Redundancies or Organizational Change	Organizing Job Fairs	Organizing Speed Meet Events	Other
Slovak Republic				
Slovenia	●	●	●	
Spain				
Sweden	●	●	●	
Switzerland	●			
United Kingdom	●	●	●	
ASIA-PACIFIC				
Afghanistan				
Australia	●	●	●	
Azerbaijan		●		
Cambodia		●	●	
Japan			●	●
Kazakhstan	●	●		
Korea, Rep. of				
Türkiye		●		

Note: An ● represents a YES in the response.

ANNEX TABLE 12B WHICH OF THE FOLLOWING DIGITAL/ONLINE SERVICES DOES THE PUBLIC EMPLOYMENT SERVICE PROVIDE TO EMPLOYERS?

	General Information on Labor Market Trends	Information on Labor Market Trends Related to the Employer or Its Vacancies	Advice on Vacancy Information	Access to Human Resources Training or Support	Support for Training Employees	Provision of Training to Job Seekers Related to Employer Needs	Virtual Job Fairs
AFRICA							
Algeria							
Benin	●	●	●	●		●	
Cameroon						●	
Gabon	●	●	●			●	
Gambia							
Guinea-Bissau			●				
Mali	●						
Morocco	●					●	
Niger	●	●	●			●	
Nigeria	●					●	
Senegal			●			●	
Togo	●		●	●		●	
Tunisia						●	●
Uganda	●	●	●	●	●		
Zimbabwe							
THE AMERICAS							
Bahamas, The							
Barbados			●		●		
Belize							
Bolivia							
Brazil	●						
Canada	●		●				
Canada (Quebec Region)	●	●		●	●		
Chile							●
Colombia							
Costa Rica	●		●			●	●
Dominican Republic						●	
Ecuador							●
El Salvador	●		●				●
Guatemala							●
Guyana			●	●	●		

	General Information on Labor Market Trends	Information on Labor Market Trends Related to the Employer or Its Vacancies	Advice on Vacancy Information	Access to Human Resources Training or Support	Support for Training Employees	Provision of Training to Job Seekers Related to Employer Needs	Virtual Job Fairs
Haiti							
Honduras				●	●	●	
Mexico	●	●	●	●			●
Nicaragua							
Panama			●	●	●		●
Paraguay							●
Peru	●						
Suriname							
Trinidad & Tobago	●	●				●	
Uruguay	●						
EUROPE							
Albania	●	●			●	●	
Austria	●		●	●	●	●	●
Belgium (Brussels-Capital Region)	●					●	
Belgium (Flemish Region)	●	●	●			●	●
Belgium (Walloon Region)	●	●	●	●	●	●	
Bosnia & Herzegovina	●	●					
Bulgaria		●					
Croatia	●		●		●		●
Cyprus	●	●					
Czechia						●	
Estonia	●		●		●	●	●
France	●	●	●			●	●
Germany	●	●	●	●			●
Hungary	●	●	●				
Ireland							●
Latvia	●	●	●		●	●	●
Lithuania			●				●
Moldova	●	●	●				●
Netherlands	●						●
North Macedonia	●	●					
Poland	●	●	●				
Portugal					●	●	●

	General Information on Labor Market Trends	Information on Labor Market Trends Related to the Employer or Its Vacancies	Advice on Vacancy Information	Access to Human Resources Training or Support	Support for Training Employees	Provision of Training to Job Seekers Related to Employer Needs	Virtual Job Fairs
Romania	●						
Serbia							●
Slovak Republic	●						
Slovenia	●	●			●	●	●
Spain	●						
Sweden	●		●		●	●	●
Switzerland	●	●	●				
United Kingdom	●		●				●
ASIA-PACIFIC							
Afghanistan	●	●	●	●	●	●	●
Australia	●						●
Azerbaijan		●	●		●		
Cambodia		●				●	●
Japan							
Kazakhstan	●	●					●
Korea, Rep. of	●	●			●	●	
Türkiye							●

Note: An ● represents a YES in the response.

ANNEX TABLE 13 WHICH OF THE FOLLOWING SERVICES INVOLVING PROCESSING AND PROVIDING LABOR MARKET INFORMATION DOES THE PUBLIC EMPLOYMENT SERVICE PROVIDE?

	Collection and Dissemination				Publication			Research			
	Labor Market Statistics at National Level (Labor Supply and/or Demand)	Labor Market Statistics at Regional Level/Units (Labor Supply and/or Demand)	Labor Market Statistics at Local Level (Labor Supply and/or Demand)	Labor Market Statistics for Other Government Departments and/or Statistical Institutions	Via Paper Leaflets/ Brochures	Via Social Media	Via the Internet	Labor Market Research (Beyond Monitoring Supply and Demand)	Skill Demand Forecasting	Public Employment Service is a Member of an Employment Observatory	Skill Supply Forecasting
AFRICA											
Algeria	●	●	●	●			●	●	●		●
Benin	●	●	●	●	●	●	●	●		●	
Cameroon	●	●	●	●	●	●	●	●	●	●	
Gabon	●			●	●			●			
Gambia	●			●						●	
Guinea-Bissau	●			●		●				●	
Mali	●	●	●	●	●		●	●	●	●	●
Morocco	●	●	●	●		●	●			●	●
Niger	●	●	●	●	●	●	●			●	
Nigeria	●							●		●	
Senegal	●		●	●	●	●	●	●	●		●
Togo	●	●	●	●	●		●	●		●	
Tunisia	●	●	●	●			●			●	
Uganda	●	●		●	●		●				
Zimbabwe		●	●	●	●			●			
THE AMERICAS											
Bahamas, The				●							
Barbados	●		●	●				●			
Belize				●							
Bolivia	●	●		●	●			●	●		
Brazil	●	●	●	●			●	●		●	
Canada	●	●	●	●			●	●	●		●
Canada (Quebec Region)	●	●		●			●	●	●		●
Chile	●	●	●	●		●	●	●	●		
Colombia	●	●	●	●		●	●	●			

	Collection and Dissemination				Publication			Research			
	Labor Market Statistics at National Level (Labor Supply and/or Demand)	Labor Market Statistics at Regional Level/Units (Labor Supply and/or Demand)	Labor Market Statistics at Local Level (Labor Supply and/or Demand)	Labor Market Statistics for Other Government Departments and/or Statistical Institutions	Via Paper Leaflets/ Brochures	Via Social Media	Via the Internet	Labor Market Research (Beyond Monitoring Supply and Demand)	Skill Demand Forecasting	Public Employment Service is a Member of an Employment Observatory	Skill Supply Forecasting
Costa Rica	●	●	●	●		●		●		●	
Dominican Republic	●	●	●	●				●	●	●	●
Ecuador	●	●	●	●					●		●
El Salvador	●	●	●	●	●	●	●	●	●	●	
Guatemala				●						●	
Guyana	●										
Haiti					●						
Honduras	●			●		●				●	
Mexico	●	●	●	●	●	●	●	●	●	●	●
Nicaragua	●	●		●	●		●	●		●	
Panama	●	●	●	●		●	●				
Paraguay	●			●			●	●		●	
Peru	●	●		●	●	●	●	●		●	
Suriname	●	●	●	●		●					
Trinidad & Tobago	●			●					●		●
Uruguay				●			●	●	●	●	
EUROPE											
Albania	●	●	●		●	●	●	●	●		●
Austria	●	●	●	●	●	●	●	●		●	●
Belgium (Brussels-Capital Region)	●	●	●	●		●	●	●	●	●	
Belgium (Flemish Region)	●	●	●	●		●	●	●			
Belgium (Walloon Region)	●	●	●	●		●	●	●	●	●	●
Bosnia & Herzegovina	●	●	●	●		●	●	●	●		
Bulgaria	●	●	●	●			●	●	●		
Croatia	●	●	●	●			●	●	●		●
Cyprus	●	●	●	●			●	●		●	
Czechia	●	●	●	●	●	●	●				
Estonia	●	●		●		●	●	●			

	Collection and Dissemination				Publication			Research			
	Labor Market Statistics at National Level (Labor Supply and/or Demand)	Labor Market Statistics at Regional Level/Units (Labor Supply and/or Demand)	Labor Market Statistics at Local Level (Labor Supply and/or Demand)	Labor Market Statistics for Other Government Departments and/or Statistical Institutions	Via Paper Leaflets/ Brochures	Via Social Media	Via the Internet	Labor Market Research (Beyond Monitoring Supply and Demand)	Skill Demand Forecasting	Public Employment Service is a Member of an Employment Observatory	Skill Supply Forecasting
France	●	●	●	●	●	●	●		●		●
Germany	●	●	●		●	●	●	●	●	●	●
Hungary	●	●	●	●			●	●	●		●
Ireland	●	●	●	●				●			
Latvia	●	●	●	●		●	●	●	●		●
Lithuania	●	●	●	●		●	●	●	●		●
Moldova	●	●	●	●	●	●	●	●	●	●	●
Netherlands	●	●	●	●	●	●	●	●	●		●
North Macedonia	●	●	●	●		●	●	●	●		
Poland	●	●	●	●	●	●	●		●		
Portugal	●	●	●	●			●	●			
Romania	●	●	●	●	●	●	●	●	●		●
Serbia	●			●	●	●	●				
Slovak Republic	●	●	●	●	●	●	●				
Slovenia	●	●	●	●	●	●	●	●	●		●
Spain	●	●	●	●	●	●	●	●	●	●	●
Sweden	●	●	●	●		●	●	●	●		
Switzerland	●	●	●	●	●	●	●	●	●	●	●
United Kingdom	●	●	●	●		●	●	●			
ASIA-PACIFIC											
Afghanistan			●	●		●	●	●			
Australia											
Azerbaijan	●	●	●	●		●	●	●	●		●
Cambodia	●	●	●	●	●	●	●	●	●		●
Japan	●						●				
Kazakhstan	●	●		●			●	●			
Korea	●			●	●		●	●		●	
Türkiye	●	●	●	●	●	●	●	●	●	●	●

Note: An ● represents a YES in the response.

ANNEX TABLE 14 WHICH OF THE FOLLOWING ACTIVE MEASURES, SERVICES, OR PROGRAMS DOES THE PUBLIC EMPLOYMENT SERVICE PROVIDE?

	Placement and Related Services	Training	Recruitment / Employment Incentives	Sheltered/ Supported Employment and Rehabilitation Schemes	Direct Job Creation Schemes	Business/ Self-Employment Start-up Incentives	Other Measures
AFRICA							
Algeria	●	●	●			●	●
Benin	●	●	●		●	●	
Cameroon	●	●	●		●	●	
Gabon	●	●	●		●	●	
Gambia	●	●					
Guinea-Bissau				●			
Mali	●	●	●	●	●	●	
Morocco	●	●	●		●		
Niger	●	●	●		●	●	
Nigeria	●				●		
Senegal	●	●	●		●	●	
Togo	●	●	●		●	●	
Tunisia	●	●	●	●		●	
Uganda	●	●					
Zimbabwe	●	●			●		
THE AMERICAS							
Bahamas, The		●					
Barbados	●	●	●	●	●		
Belize	●	●					
Bolivia	●	●	●	●		●	
Brazil	●	●	●			●	
Canada	●	●	●		●	●	
Canada (Quebec Region)	●	●	●	●	●	●	●
Chile	●	●	●			●	
Colombia	●	●	●				●
Costa Rica	●	●					●
Dominican Republic	●	●	●				
Ecuador	●	●			●		
El Salvador	●	●	●	●	●		
Guatemala	●	●					
Guyana	●	●	●	●	●	●	

	Placement and Related Services	Training	Recruitment / Employment Incentives	Sheltered/ Supported Employment and Rehabilitation Schemes	Direct Job Creation Schemes	Business/ Self-Employment Start-up Incentives	Other Measures
Haiti	●	●					
Honduras	●	●				●	
Mexico	●	●				●	●
Nicaragua	●	●					
Panama	●	●	●				
Paraguay	●	●		●		●	
Peru	●	●					
Suriname	●	●					
Trinidad & Tobago	●	●	●				
Uruguay	●	●	●	●		●	
EUROPE							
Albania	●	●	●	●	●	●	
Austria	●	●	●	●	●	●	
Belgium (Brussels-Capital Region)	●	●	●	●		●	
Belgium (Flemish Region)	●	●					
Belgium (Walloon Region)	●	●	●	●	●	●	
Bosnia & Herzegovina	●	●	●	●	●	●	
Bulgaria	●	●	●	●	●	●	
Croatia	●	●	●	●	●	●	
Cyprus	●						
Czechia	●	●	●	●	●	●	
Estonia	●	●	●	●		●	
France	●	●	●	●	●	●	
Germany	●	●	●	●	●	●	●
Hungary	●	●	●			●	
Ireland	●		●		●	●	
Latvia	●	●	●			●	
Lithuania	●	●	●	●		●	
Moldova	●	●	●	●	●	●	●
Netherlands	●	●	●			●	
North Macedonia	●	●	●	●	●	●	●
Poland		●	●			●	
Portugal	●	●	●	●	●	●	
Romania	●	●	●	●	●		

	Placement and Related Services	Training	Recruitment / Employment Incentives	Sheltered/ Supported Employment and Rehabilitation Schemes	Direct Job Creation Schemes	Business/ Self-Employment Start-up Incentives	Other Measures
Serbia	●	●	●		●	●	
Slovak Republic	●	●	●	●	●	●	
Slovenia	●	●	●		●		
Spain	●	●	●	●	●	●	●
Sweden	●	●	●	●	●	●	●
Switzerland	●	●	●	●		●	●
United Kingdom	●	●	●	●		●	
ASIA-PACIFIC							
Afghanistan	●	●	●				
Australia	●	●	●			●	●
Azerbaijan	●	●	●	●	●	●	●
Cambodia	●	●	●				
Japan	●	●	●	●	●		
Kazakhstan	●	●	●	●		●	
Korea, Rep. of		●	●		●		
Türkiye	●	●	●			●	

Note: An ● represents a YES in the response.

ANNEX TABLE 15 WHICH OF THE FOLLOWING ARE DEEMED PRIORITY GROUPS AND RECEIVE ADDITIONAL OR RAPID ACCESS TO SERVICES?

	Young Job Seekers (Ages <25)	Older Job Seekers (Ages >50)	Single Parents	Women	LGBTQ+ Job Seekers	Persons with Disabilities	Long-term Unemployed	Low-skilled/ Unqualified Workers
AFRICA								
Algeria								
Benin	●			●		●		
Cameroon	●	●		●		●	●	●
Gabon	●		●		●	●	●	●
Gambia	●			●		●	●	
Guinea-Bissau	●	●		●		●		
Mali	●	●		●		●	●	●
Morocco								
Niger	●	●	●	●	●	●	●	●
Nigeria								
Senegal	●			●		●		●
Togo	●			●		●	●	
Tunisia	●	●		●		●	●	
Uganda	●	●						
Zimbabwe	●			●		●		●
THE AMERICAS								
Bahamas, The	●		●			●	●	●
Barbados	●	●	●	●		●	●	●
Belize	●		●	●			●	●
Bolivia	●			●		●		●
Brazil	●	●		●		●	●	
Canada	●	●			●	●		●
Canada (Quebec Region)	●	●	●	●		●		
Chile	●	●		●		●	●	●
Colombia	●			●		●		
Costa Rica	●			●		●		
Dominican Republic	●	●	●	●	●	●	●	●
Ecuador						●		
El Salvador	●	●		●	●	●	●	●
Guatemala	●	●		●	●	●		
Guyana	●	●	●	●	●		●	●
Haiti	●		●	●		●		

	Young Job Seekers (Ages <25)	Older Job Seekers (Ages >50)	Single Parents	Women	LGBTQ+ Job Seekers	Persons with Disabilities	Long-term Unemployed	Low-skilled/ Unqualified Workers
Honduras	●	●	●	●	●	●	●	●
Mexico	●	●	●	●	●	●	●	●
Nicaragua						●		
Panama	●	●		●	●	●		
Paraguay	●			●				
Peru	●					●		
Suriname	●	●	●	●		●	●	●
Trinidad & Tobago	●		●	●		●	●	●
Uruguay								
EUROPE								
Albania	●	●	●					
Austria	●		●			●		
Belgium (Brussels-Capital Region)	●	●	●	●		●	●	
Belgium (Flemish Region)	●	●				●	●	●
Belgium (Walloon Region)	●	●				●	●	
Bosnia & Herzegovina	●	●		●			●	●
Bulgaria	●	●	●			●	●	●
Croatia	●	●		●		●	●	●
Cyprus	●	●	●		●	●	●	●
Czechia	●	●	●			●	●	●
Estonia	●					●	●	
France	●			●		●	●	●
Germany	●	●	●			●	●	●
Hungary	●	●						
Ireland	●	●	●			●	●	●
Latvia	●	●				●	●	●
Lithuania	●							
Moldova	●	●				●	●	●
Netherlands						●		
North Macedonia	●			●		●	●	
Poland	●	●	●			●	●	●
Portugal	●	●	●			●	●	●
Romania	●	●	●	●		●	●	●
Serbia	●	●	●	●		●	●	●

	Young Job Seekers (Ages <25)	Older Job Seekers (Ages >50)	Single Parents	Women	LGBTQ+ Job Seekers	Persons with Disabilities	Long-term Unemployed	Low-skilled/ Unqualified Workers
Slovak Republic	●	●	●	●	●	●	●	●
Slovenia	●	●				●	●	●
Spain	●	●		●	●	●	●	●
Sweden	●					●	●	●
Switzerland	●	●					●	
United Kingdom	●	●				●	●	●
ASIA-PACIFIC								
Afghanistan	●	●	●					
Australia	●		●			●		
Azerbaijan	●			●		●		●
Cambodia	●			●		●		●
Japan	●	●	●	●		●	●	
Kazakhstan	●	●				●		
Korea, Rep. of								
Türkiye	●	●		●		●	●	

Note: An ● represents a YES in the response.

ANNEX TABLE 15 (CONTINUED) WHICH OF THE FOLLOWING ARE DEEMED PRIORITY GROUPS AND RECEIVE ADDITIONAL OR RAPID ACCESS TO SERVICES?

	Ethnic Minorities / Indigenous Peoples	People with Addiction Problems	Homeless People or People with Housing Problems	Ex-offenders	Migrant Workers	Workers at Risk of Redundancy	Platform Workers	Other
AFRICA								
Algeria								●
Benin								
Cameroon					●	●	●	
Gabon						●		
Gambia					●			
Guinea-Bissau				●				
Mali			●		●	●		
Morocco								
Niger	●	●	●	●	●	●	●	
Nigeria								
Senegal					●			
Togo					●			
Tunisia		●						
Uganda					●			
Zimbabwe					●			
THE AMERICAS								
Bahamas, The								
Barbados					●		●	●
Belize	●							
Bolivia	●			●				●
Brazil				●	●			●
Canada	●				●			●
Canada (Quebec Region)	●			●	●			●
Chile				●		●		
Colombia	●				●			●
Costa Rica	●				●			●
Dominican Republic	●				●			●
Ecuador								
El Salvador	●				●			●
Guatemala	●				●			
Guyana	●	●		●			●	

	Ethnic Minorities / Indigenous Peoples	People with Addiction Problems	Homeless People or People with Housing Problems	Ex-offenders	Migrant Workers	Workers at Risk of Redundancy	Platform Workers	Other
Haiti			●					
Honduras	●	●	●	●	●	●	●	●
Mexico	●	●	●	●	●	●	●	
Nicaragua								
Panama	●				●	●		
Paraguay								
Peru								
Suriname								
Trinidad & Tobago						●		
Uruguay								
EUROPE								
Albania	●				●			
Austria						●		
Belgium (Brussels-Capital Region)	●		●	●	●			●
Belgium (Flemish Region)				●	●	●		●
Belgium (Walloon Region)					●			
Bosnia & Herzegovina	●			●				
Bulgaria	●	●				●		
Croatia	●	●	●	●	●	●		●
Cyprus		●		●	●			
Czechia		●	●	●				
Estonia		●		●	●	●		
France				●	●			●
Germany					●			●
Hungary								
Ireland	●			●		●		●
Latvia					●	●		
Lithuania								●
Moldova	●	●			●	●		
Netherlands								
North Macedonia								
Poland					●			●
Portugal	●	●	●	●	●	●		●

	Ethnic Minorities / Indigenous Peoples	People with Addiction Problems	Homeless People or People with Housing Problems	Ex-offenders	Migrant Workers	Workers at Risk of Redundancy	Platform Workers	Other
Romania	●			●	●	●		
Serbia				●		●		
Slovak Republic	●	●	●	●	●	●	●	
Slovenia	●	●	●	●	●	●		
Spain	●	●		●	●	●		●
Sweden				●		●		
Switzerland								●
United Kingdom		●	●	●		●		
ASIA-PACIFIC								
Afghanistan		●	●		●			
Australia	●			●		●		
Azerbaijan				●				●
Cambodia	●				●			
Japan	●		●	●	●			
Kazakhstan				●		●		
Korea, Rep. of								
Türkiye				●				

Note: An ● represents a YES in the response.

ANNEX TABLE 16 WHICH OF THE FOLLOWING PASSIVE MEASURES DOES THE PUBLIC EMPLOYMENT SERVICE PLAY A ROLE IN ADMINISTERING?

	Unemployment Benefits (Non-contributory)	Unemployment Insurance (Contributory)	Social Assistance Benefits	Sickness or Disability Benefits	Bankruptcy Benefits or Compensation	Redundancy Benefits or Compensation
AFRICA						
Algeria	●					
Benin						
Cameroon						
Gabon	●					●
Gambia						
Guinea-Bissau	●					●
Mali						
Morocco						●
Niger						
Nigeria			●			
Senegal						
Togo						
Tunisia						
Uganda						
Zimbabwe						
THE AMERICAS						
Bahamas, The						
Barbados						
Belize						
Bolivia				●		
Brazil	●					
Canada						
Canada (Quebec Region)						
Chile						
Colombia						
Costa Rica	●		●			
Dominican Republic						
Ecuador						
El Salvador						
Guatemala						
Guyana						
Haiti	●	●				

	Unemployment Benefits (Non-contributory)	Unemployment Insurance (Contributory)	Social Assistance Benefits	Sickness or Disability Benefits	Bankruptcy Benefits or Compensation	Redundancy Benefits or Compensation
Honduras						
Mexico						
Nicaragua						
Panama						
Paraguay						
Peru						
Suriname						
Trinidad & Tobago						
Uruguay						
EUROPE						
Albania		●				
Austria		●			●	●
Belgium (Brussels-Capital Region)		●				
Belgium (Flemish Region)						
Belgium (Walloon Region)				●		
Bosnia & Herzegovina	●	●				●
Bulgaria						
Croatia						
Cyprus						
Czechia		●	●		●	
Estonia	●	●		●	●	●
France	●	●	●			
Germany	●	●	●			
Hungary	●	●	●			
Ireland						
Latvia	●					
Lithuania						
Moldova	●					
Netherlands		●		●	●	
North Macedonia	●	●				
Poland	●	●				
Portugal						
Romania	●	●			●	
Serbia	●	●				

	Unemployment Benefits (Non-contributory)	Unemployment Insurance (Contributory)	Social Assistance Benefits	Sickness or Disability Benefits	Bankruptcy Benefits or Compensation	Redundancy Benefits or Compensation
Slovak Republic			●			
Slovenia	●	●	●	●	●	
Spain	●	●				
Sweden	●					
Switzerland	●	●			●	
United Kingdom	●	●	●	●		
ASIA-PACIFIC						
Afghanistan						
Australia						
Azerbaijan						
Cambodia						
Japan		●				
Kazakhstan			●			
Korea, Rep. of	●	●	●			
Türkiye		●			●	

Note: An ● represents a YES in the response.

ANNEX TABLE 17 WHICH OF THE FOLLOWING SERVICES DOES THE PUBLIC EMPLOYMENT SERVICE OFFER TO PROMOTE WORKING IN ANOTHER COUNTRY?

	Registration of Overseas Vacancies	Promotion of Overseas Opportunities in General	Information and Advice for Finding Jobs Abroad	Assistance to Foreign Employers Looking for Migrant Workers	Assistance to Nationals Already Residing in Another Country	Assistance to Migrant Returnees	Other
AFRICA							
Algeria							
Benin		●	●				
Cameroon	●	●	●	●		●	
Gabon							
Gambia	●	●	●	●		●	
Guinea-Bissau	●	●	●		●		
Mali	●	●	●	●	●	●	
Morocco			●	●		●	
Niger	●	●		●	●	●	
Nigeria	●	●	●	●		●	
Senegal		●	●	●	●	●	
Togo	●	●	●		●	●	
Tunisia	●		●	●		●	
Uganda	●	●	●	●	●	●	
Zimbabwe			●	●		●	
THE AMERICAS							
Bahamas, The							
Barbados	●	●	●	●		●	
Belize							
Bolivia							
Brazil							
Canada							
Canada (Quebec Region)							
Chile							
Colombia			●	●			●
Costa Rica							
Dominican Republic							●
Ecuador							
El Salvador	●	●	●	●		●	
Guatemala							

	Registration of Overseas Vacancies	Promotion of Overseas Opportunities in General	Information and Advice for Finding Jobs Abroad	Assistance to Foreign Employers Looking for Migrant Workers	Assistance to Nationals Already Residing in Another Country	Assistance to Migrant Returnees	Other
Guyana							
Haiti							●
Honduras							
Mexico	●	●	●	●		●	●
Nicaragua							
Panama							
Paraguay		●					
Peru							
Suriname							
Trinidad & Tobago							●
Uruguay							
EUROPE							
Albania							
Austria	●	●	●	●			●
Belgium (Brussels-Capital Region)	●	●	●	●			
Belgium (Flemish Region)	●		●				
Belgium (Walloon Region)	●	●	●	●			
Bosnia & Herzegovina							
Bulgaria		●	●	●			
Croatia	●	●	●	●	●	●	
Cyprus							
Czechia	●	●	●				
Estonia	●	●	●	●			
France	●		●	●	●	●	
Germany	●	●	●		●	●	●
Hungary							●
Ireland	●	●	●	●		●	●
Latvia	●	●	●			●	
Lithuania					●	●	●
Moldova			●		●	●	
Netherlands	●						
North Macedonia			●				

	Registration of Overseas Vacancies	Promotion of Overseas Opportunities in General	Information and Advice for Finding Jobs Abroad	Assistance to Foreign Employers Looking for Migrant Workers	Assistance to Nationals Already Residing in Another Country	Assistance to Migrant Returnees	Other
Poland	●	●	●	●	●		
Portugal	●		●	●		●	
Romania	●		●		●	●	
Serbia							
Slovak Republic				●		●	●
Slovenia	●	●	●	●	●		
Spain	●	●	●		●		●
Sweden	●	●	●		●		
Switzerland			●		●		●
United Kingdom							
ASIA-PACIFIC							
Afghanistan							
Australia							
Azerbaijan							
Cambodia						●	
Japan							
Kazakhstan							
Korea							
Türkiye							

Note: An ● represents a YES in the response.

The Inter-American Development Bank (IDB), a member of the IDB Group, is devoted to improving lives across Latin America and the Caribbean. Founded in 1959, the Bank works with the region's public sector to design and enable impactful, innovative solutions for sustainable and inclusive development. Leveraging financing, technical expertise, and knowledge, it promotes growth and well-being in 26 countries. Visit our website: https://www.iadb.org/en

The World Association of Public Employment Services (WAPES) is the global platform for cooperation, knowledge exchange, and mutual learning among Public Employment Services (PES). Established in 1988 by Canada, France, Germany, the Netherlands, Sweden, and the United States, with support from the International Labour Organization (ILO), WAPES has grown into an international non-profit association under Belgian law. Today, it brings together 74 member countries and their PES across five regions of the world and works in its three official languages: English, French, and Spanish. WAPES supports its members in responding to major labour market and employment challenges by fostering peer learning, international networking, research, conferences, workshops, and strategic dialogue on issues such as labour market inclusion, digitalisation, skills, and the future of public employment services. For more information visit https://wapes.org/

The Organisation for Economic Co-operation and Development (OECD) is an international organisation that works to build better policies for better lives. The OECD draws on more than 60 years of experience and insights to shape policies that foster prosperity and opportunity, underpinned by equality and well-being. The OECD works closely with policy makers, stakeholders and citizens to establish evidence-based international standards and to find solutions to social, economic and environmental challenges. From improving economic performance and strengthening policies to fight climate change to bolstering education and fighting international tax evasion, the OECD is a unique forum and knowledge hub for data, analysis and best practices in public policy. The OECD's core aim is to set international standards and support their implementation – and help countries forge a path towards stronger, fairer and cleaner societies.

The OECD member countries are: Australia, Austria, Belgium, Canada, Chile, Colombia, Costa Rica, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Latvia, Lithuania, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Türkiye, United Kingdom, and the United States.

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